

Fort Worth Transportation Authority



BUSINESS PLAN
ANNUAL BUDGET
FY 2017

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FORT WORTH TRANSPORTATION AUTHORITY

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Fort Worth Transportation Authority



2017 Board of Directors



Scott Mahaffey, Chairman



Andre McEwing, Vice-Chair



Jon Franks, Secretary



Jeff Davis



Dennis Dunkins



Jeff King



Ken Newell



Neftali Ortiz



Tito Rodriguez



Nicolo Genua



Paul Ballard,
President/CEO

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THE FORT WORTH TRANSPORTATION AUTHORITY

2017 BUSINESS PLAN & ANNUAL BUDGET

Letter from the President & Chief Executive Officer

December 2016

Board of Directors
Fort Worth Transportation Authority

I am pleased to present the fiscal year 2017 Fort Worth Transportation Authority (FWTA) Business Plan and Annual Budget. The fiscal 2017 budget is balanced, and reflects the vision and strategic goals of the FWTA to provide effective multi-modal transportation that meets the needs of our customers. This document outlines the fiscal year 2017 operating budget and planned capital expenditures, which will further enhance the FWTA's ability to provide efficient transportation services.

The Annual Budget converts the Business Plan strategic goals into financial information that is measured during the year against actual results. These results are communicated monthly to our Board of Directors and other stakeholders, which assures that we stay on target.

Business Plan

The fiscal 2017 Business Plan was developed through a series of meetings which included planning sessions with our executive team under the direction of the Board of Directors. During those sessions, priorities were outlined, which assisted us in the development of the fiscal 2017 goals. These goals provided the framework for the development of the fiscal 2017 budget. Department heads applied the strategic goals to their areas and developed departmental business plans. The combination of the departmental business plans represents the FWTA's fiscal 2016 Business Plan, which drives the Annual Budget and formalizes the FWTA's vision for the year and beyond.

FWTA's primary focus is on enhancing the service, providing connectivity while simplifying the service to provide ease of use. Enhancing the service will provide fast, frequent, and reliable service. This will be achieved by providing longer hours of service and more weekend service while also focusing on providing a safe environment for transit passengers. We will improve the connectivity by expanding to currently unserved or underserved areas with significant transit demand. Simplifying the design of service to make it easier for customers to understand and use is a priority in the coming fiscal year. The Master Plan provides a guide for prioritizing system enhancements and developing service and infrastructure improvements to meet those needs.

FWTA has committed to implement a new commuter rail corridor in Tarrant County from Downtown Fort Worth through the City of North Richland Hills and the City of Grapevine and into DFW Airport called TEX Rail. This is a major multi-year project that requires significant staff resources as well as regional cooperation and coordination. It will cost over \$1 billion, in year of expenditure dollars, to complete and will be funded with a combination of federal, state, and local

grants and contributions, including an FTA New Starts grant for more than \$499 million. The FWTA has developed a comprehensive 2035 financial plan to document its ability to complete TEX Rail and to continue to improve its current bus and commuter rail operations.

FWTA achieved milestones in the TEX Rail project during fiscal 2016. On June 27, 2016, the Federal Transit Administration (FTA) awarded a Letter of No Prejudice (LONP) to the Fort Worth Transportation Authority, which meant that construction for the 27-mile commuter rail could break ground in July. The LONP authorized FWTA to proceed with procurement of all materials and construction activities for the first six months. On August 24, 2016, the FWTA kicked off construction in bold fashion with three groundbreaking in one day. Most recently, on December 15, 2016, FTA and FWTA signed a \$499.39 million Full Funding Grant Agreement (FFGA), which completes the local and federal funding for the TEX Rail project. The FFGA signing marks a significant step forward.

The initial service of TEX Rail will extend from downtown Fort Worth, across northeast Tarrant County, through North Richland Hills and Grapevine, and into DFW Airport at Terminal B. This 27.2 mile regional rail corridor is projected to have more than 9,000 daily riders at initial start of service in 2018 using nine stations. By 2035, nearly 14,000 daily riders are projected to ride the system.

TEX Rail is not the only project included in our fiscal 2017 Business Plan. We will complete other transportation enhancements in our member city of Fort Worth. Some of the more significant projects are:

- ***TRE Trinity River Bridge***, which is a multi-year project for \$32.0 million dollars, The FWTA needs to rehab the existing bridge and add a second bridge to enhance the structural capability of the bridge, increase its capacity, and eliminate delays caused by freight trains;
- ***CNG Station Upgrades***, which is a multi-year project for \$3.0 million dollars; and
- ***Positive Train Control (PTC)***, which is technology designed to stop or slow a train before an accident occurs. This project is an unfunded mandate imposed by Congress on all commuter rail operators. We are anticipating PTC expenditures of \$13 million in fiscal 2017.

FWTA's Business Plan also includes operational goals like improving service productivity and reducing customer service complaints and concerns, while maintaining a balanced budget. We are additionally committed to continuing our employee wellness program, which is designed to improve the health of our employees and to reduce group health insurance premiums over time.

Operating Budget

The fiscal 2017 Annual Budget is balanced and was adopted by the Board of Directors on October 3, 2016. The Annual Budget includes the operating and capital budgets. Total operating revenue is defined as all revenue except capital grant reimbursement and contributions from partner cities. It is budgeted at \$96.8 million, which is a 3.5% increase from fiscal 2016 budget. Sales tax and grant revenues are FWTA's main sources of revenue representing approximately 73.3% and 13.5%, respectively, of FWTA's total operating revenue budget. The fiscal 2017 sales tax revenue is projected to increase 4.6% compared to the fiscal 2016 actual amount. FWTA's management

considered the local economy, the local unemployment rate and the local sales tax trends when determining the sales tax budget. The fiscal 2017 budget also includes operating revenue from advertising, rental fees, and investment earnings.

Operating expenses are budgeted at \$71.0 million, which is a 4.7% increase from fiscal 2016. Salaries and fringe benefits are FWTA's largest expense category at \$38.8 million. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. A four-year labor contract was executed effective October 1, 2016; and it will expire on September 30, 2020.

Service type expenses of \$23.9 million primarily consist of purchased transportation, which includes payments to third-party contractors. Third-party contractors operate the FWTA's commuter rail service called the Trinity Railway Express and certain grant funded programs. Additionally, FWTA's paratransit service called Mobility Impaired Transportation Service (MITS) contracts approximately 60% of its trips. Contracting for MITS service with private contractors represents an effective way to control the high cost of providing transportation to persons with disabilities.

The largest portion of the other expense categories is fuels and other lubricants at \$2.3 million. This expense category increased 1.9% in the fiscal 2017 budget from the fiscal 2016 amount. This increase is primarily due to the changes in fuel prices and compressed natural gas. Future purchases on compressed natural gas are made in order to mitigate some of the uncertainties related to future pricing.

Capital Budget

FWTA's projected capital expenditures for fiscal 2017 are \$582.7 million; and FWTA's share, from local funds, is expected to be \$199.6 million. Our federal capital grant reimbursement revenue is anticipated to be \$284.7 million.

FWTA's Board of Directors and staff are committed to accomplishing the diverse components of this Business Plan, and we expect to report consistent progress in achieving our established goals. We are also committed to operate within the approved annual budget.

Sincerely,



Paul J Ballard
President & CEO

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List of Principal Officials October 1, 2016

Board of Directors

Scott Mahaffey, Chairman
André McEwing, Vice Chairman
Jon Michael Franks, Secretary

Ken Newell
Dennis Dunkins
Neftali Ortiz
Jeff Davis
Jeff King
Tito Rodriguez
Nicolo Genua

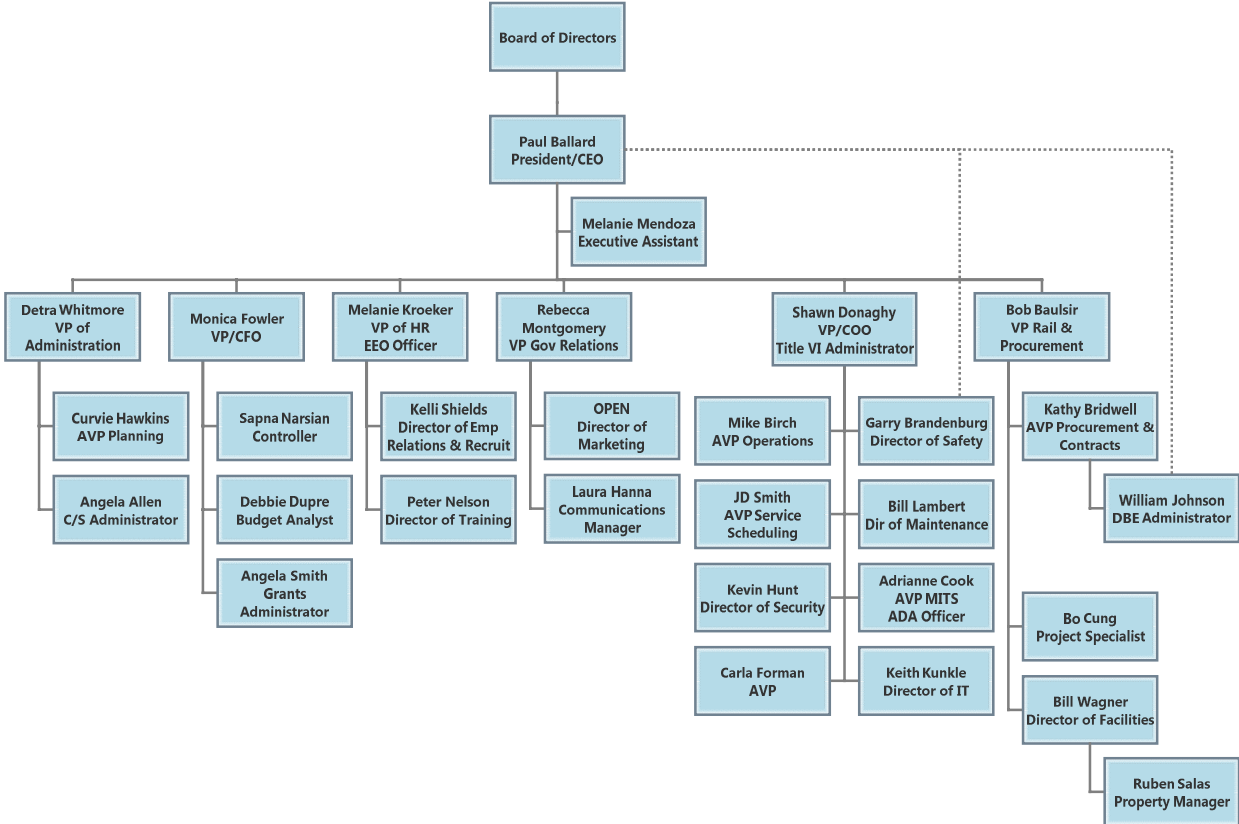
Administration

President & Chief Executive Officer
Vice President/Chief Operating Officer
Vice President/Chief Financial Officer
Vice President Rail & Procurement Services
Vice President of Human Resources
Vice President of Administration
Vice President of Government Relations
Assistant Vice President of Operations
Assistant Vice President of Contract Operation
Assistant Vice President of Paratransit Operation
Assistant Vice President of Contract Administration/Procurement
Assistant Vice President of Service Scheduling
Assistant Vice President of Planning
Director of Information Technology Services
Director of Maintenance
Director of Facilities Maintenance
Director of Training
Director of Safety
Director of Security
Director of Marketing
Director of Employee Relations & Recruitment

Paul J. Ballard
Shawn M. Donaghy
Monica Fowler
Bob Baulsir
Melanie Kroeker
Detra Whitmore
Rebecca Montgomery
Mike Birch
Carla Forman
Adrienne Cook
Kathy Bridwell
JD Smith
Curvie Hawkins
Keith Kunkle
Bill Lambert
Bill Wagner
Peter Nelson
Gary Brandenburg
Kevin Hunt
Vacant
Kelli Shields

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Fort Worth Transportation Authority



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FORT WORTH TRANSPORTATION AUTHORITY
BUSINESS PLAN FOR FISCAL 2016



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Fort Worth Transportation Authority
Texas

For the Fiscal Year Beginning

October 1, 2015

A stylized, handwritten signature in black ink, likely belonging to the President of the GFOA.
A handwritten signature in black ink that reads "Jeffrey R. Egan", likely the Executive Director of the Fort Worth Transportation Authority.

President

Executive Director

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2017 BUSINESS PLAN

VISION, GOALS, AND OBJECTIVES

Provide compelling and competitive transit service to make Tarrant County more livable and support continued economic growth.

TRANSIT MASTER PLAN

(LONG TERM NON-FINANCIAL GOALS)

Overriding Goals

The four overriding goals guiding the Strategic Plan:

1. **Enhance**

The FWTA will:

- Provide convenient service that appeals to a broad cross-section of Tarrant County residents
- Provide fast, frequent, direct, comfortable, and reliable service
- Develop premium services such as a bus rapid transit, streetcar, light rail, and commuter rail
- Provide longer hours of service and more weekend service
- Provide a comfortable and safe environment for transit passengers
- Improve the FWTA's image

2. **Connect**

The FWTA will:

- Expand service to currently unserved areas of Tarrant County with significant transit demand
- Develop a Frequent Transit Network that provides frequent, all-day service from early morning to late at night in major corridors and to major destinations
- Support the vitality of the region's downtowns, local centers, and neighborhoods
- Improve transit connections with surrounding counties to develop a stronger regional system
- Continue MITS service to provide mobility and independence
- Integrate transit with other modes and make it safe and easy to access transit

3. **Simplify**

The FWTA will:

- Design service to be easy for customers to understand and use
- Use technology to make information readily available
- Provide enhanced public information to reduce the uncertainty of riding the bus

4. **Sustain**

FWTA will:

- Focus service in areas where transit will be most effective
- Develop cost-effective and productive transit services and programs
- Provide transit services that relieve congestion and improve air quality
- Develop services that achieve a high level of public and political support
- Continue enhanced public information to reduce the uncertainty of riding the bus
- Identify and pursue opportunities for new funding sources, including leveraging private funds

Examples of Key Objectives:

- Continue to Advance TEX Rail
- Improve Existing Service
- Expand Service to New Areas
- Develop a Frequent Transit Network
- Improve Connections/Develop Outlying Transit Hubs
- Develop Premium Services
- Improve and Expand Express and Regional Service
- Provide Better Passenger Facilities
- Improve Access to Transit
- Provide Better Information
- Improve Branding

Using FWTA's mission statement as its foundation, the Master Plan was developed to address both *short-term* and *long-term issues* identified through a public involvement program.

FWTA's Strategic Plan was adopted October 2005, and was updated in 2010. However, on February 22, 2016, FWTA accepted the Transit Master Plan. Our Master Plan goals and objectives reflect the comments and ideas of our community.

Our message is "*Provide compelling and competitive transit service to make Tarrant County more livable and support continued economic growth*".

The fiscal 2017 Business Plan was developed through a series of meetings which included planning sessions with our President/CEO and Senior Staff. During those sessions, priorities were outlined, which assisted us in the development of the fiscal 2017 goals. These goals provided the framework for the development of the FY17 budget.

The following is a list of FWTA's Short Term Goals for Fiscal 2017:

➤ **Regional Transit Leadership:**

- Provide a service that has regional value
- Collaboration among transit providers in the region to provide coordinated transit
- Secure multi-jurisdictional support

- **Demonstrate the Value of Public Transportation for the Community:**
 - Educate the community on the benefits of using FWTA services
 - Elevate the profile of the FWTA
 - Support other avenues for transit in partnerships
 - Continue to maintain strong relationships with communities, their leaders, and key constituents
 - Implementation of the strategic plan (master plan) with guidance and support

- **Provide the Best Possible Customer Experience:**
 - Develop service that is perceived as safe, clean, reliable, and competitive with an automobile
 - Design service to meet the needs of the community
 - Improve ease of ride-better customer experience
 - Benchmark and meet performance goals
 - Leverage technology to improve service
 - Enhance social media strategy to communicate with customers, stakeholders, the general public, and others

- **Continue to Improve Organizational Practices and Develop Staff:**
 - Continue to be an employer of choice
 - Maintain and nourish a culture of inclusion
 - Engage and educate healthy lifestyles to all employees through our management team
 - Continue to provide professional development opportunities
 - Develop an employee newsletter that is published quarterly
 - Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage

Major Capital Projects for fiscal 2017:

The following is a partial list of projects. Some of these are underway and others are new for fiscal 2017:

- TEX RAIL
- TRE Next Train Upgrades
- TRE Positive Train Control
- TRE Grade Crossings
- TRE Double Tracking Mosier Valley Design/Construction
- TRE Trinity River Bridge Design
- TRE Double Tracking Study (Tarrant County Side)
- TRE Capital Maintenance – FY17
- TRE Video Enhancements
- Vehicles Purchase – FY17
- Maintenance Service Vehicles
- New Bus Wash System
- Miscellaneous Equipment and Repair Fiscal 2017
- Capital Maintenance – T Facilities FY17
- Capital Maintenance Parking Lots – FY17
- Enterprise Resource Planning Replacement
- Automated Fare Collection System
- ADA Accessible Improvements
- Multi-year Transportation Enhancements
- Interactive Voice Response System
- CNG Tank Replacement
- T&P Back-up AC Unit
- Mezzanine for Building Maintenance



FORT WORTH TRANSPORTATION AUTHORITY

2017 BUSINESS PLAN

Fiscal 2016 Accomplishments

The following is a list of accomplishments achieved by FWTA during fiscal 2016. This list represents the more significant accomplishments and it includes those that relate to FWTA's mission statement and the expressed organizational goals that formed the basis of the Business Plan. It is important to understand the organization's most recent accomplishments, in order to gain an understanding of what needs to be accomplished in fiscal 2017 and beyond.

Completion of Major Capital Projects in 2016:

Several of the following major projects were either completed or started during fiscal 2016:

- Completed Installation of the Passenger Information System on all Vehicles
- Completed Environmental Study for TRE Trinity River Bridge Rehabilitation and Double Tracking Project
- ADA Accessible Improvements
- Miscellaneous Equipment & Repair – FY16
- Stadler Trains for TEX Rail are in Production
- TRE Capital Maintenance – FY16
- Capital Maintenance – T Facilities FY16
- Capital Maintenance Parking Lots – FY16
- Miscellaneous Equipment & Repair – FY16
- Multi-Year Transportation Enhancements
- TRE Station ADA Platform Gates

2016 Major Accomplishments:

- Completion of the Master Plan
- Implementation of the Easy Ride Service
- Groundbreaking Ceremony for TEX Rail
- Implementation of (2) New Bus Routes
- Received American Public Transportation Association (APTA) Ad Wheel Grand Prize Award for the Transit Master Plan
- APTA Certificate of Merit for Safety
- APTA Certificate of Merit for Security
- How to Ride: Transit 101 won a 1st Place Spotlight Award from the Southwest Transit Association (SWTA)
- COO/VP Shawn M. Donaghy named to Mass Transit's 2016 Top 40 under 40
- Expanded Use of Social Media, Facebook, Twitter and Pinterest

- Develop and Implemented Corporate Intranet
- Received the Government Finance Officers Association (GFOA's) Distinguished Budget Presentation Award
- Revised and Improved Fixed Route Operator Training
- Revised and Improved Recurrent Safety Training for Maintenance and Building & Facility Services
- Game Breaks 2 (gamification)
- American Heart Association" Platinum" Fit Friendly Company
- CPR/First Aid/AED Certification (Offered to all Employees)
- Implementation of Viverae (Wellness Portal, MD Live (Teledoc), Airrosti (diagonostic/Rehab)
- Blue Zone Approved Worksite



FORT WORTH TRANSPORTATION AUTHORITY

2017 Business Plan Introduction

Overview

The Fort Worth Transportation Authority (FWTA) is a regional transportation authority of the State of Texas, created pursuant to Chapter 452 of the Texas Transportation Code, and confirmed by a public referendum on November 8, 1983. At the time of inception, a \$.0025 or one-fourth cent sales tax was imposed on certain retail sales within the City of Fort Worth in order to provide a stable funding source for mass transit operations. As called for on the original ballot, the sales tax rate was increased to \$.0050 or one-half cent in January 1989. For the first several years of its existence, FWTA provided services only to Fort Worth. However, in November 1991, voters in the City of Lake Worth approved a \$.0050 or one-half cent sales tax rate increase for the purpose of joining the transportation system. The communities of Blue Mound and Richland Hills followed suit in May of 1992. Effective September 13, 2003, voters in the City of Lake Worth elected to withdraw as a member of the transportation system.

On November 7, 2006, voters in the City of Grapevine elected to approve a \$.0050 or half-cent sales tax increase for Economic Development (4B), of which FWTA will receive \$.0038 or three eighths cent sales tax for the construction and operation of a commuter rail through Fort Worth, Grapevine, and into DFW Airport. This is a significant milestone in support of public transportation in Tarrant County. This action by the Grapevine citizens marks the first time in 15 years that a new city has joined with FWTA, which will help make public transit options available on a regional basis.

The proposed TEX Rail was originally designed to be a 37.6-mile route. On August 12, 2013, the FWTA Board of Directors adopted the Minimum Operable Segment (MOS) as the preferred TEX Rail alternative. This change was necessary for several reasons, but the increasing project cost was the main driver. The switch to the MOS allows us to focus our efforts on the segment with the highest potential ridership, downtown to Dallas-Fort Worth International Airport (DFW Airport). The TEX Rail MOS project has nine (9) stations and associated facilities in Tarrant County, Texas.

FWTA is committed to partnering with Fort Worth, Tarrant County, Grapevine, and other Tarrant County cities to help alleviate growing congestion through the strategic expansion and enhancement of public transportation.

FWTA has specific legal authority defined in the State enabling legislation. Effective October 1, 2015, the nine-member Board of Directors was increased to eleven members, with eight members appointed by the Fort Worth City Council and three members appointed by the Tarrant County Commissioners Court.

The Board of Directors establishes policies, reviews and adjusts services, develops and maintains a long-range service plan, approves all purchases exceeding \$50,000, and ratifies FWTA's Operating and Capital Budgets.

The President & Chief Executive Officer, Paul Ballard, is an FWTA employee who works directly for the Board of Directors. Approximately 120 employees also work for FWTA, under his direction. Pursuant to a contractual agreement, McDonald Transit Associates, Inc. manages the remaining employees, who work for the Operations, MITS and Maintenance Departments.

FWTA Service Area

FWTA's service area includes the cities of Fort Worth, Richland Hills and Blue Mound, all located in Tarrant County, in north-central Texas. The area encompasses 322 square miles and excludes Grapevine. The estimated 2016 population for Tarrant County, according to the Texas Department of State Health Services is 1,998,449. Tarrant County's population increased by more than 39,000 people from October 2015, through September 2016. This area is the sixth largest population growth area in the nation, according to data for counties and metropolitan areas. The Dallas/Fort Worth/Arlington Metropolitan Statistical Area (MSA) is the second largest population centers in Texas.

Fort Worth is the largest city within FWTA's service area. It was established originally in 1849 as an Army outpost at the foot of a bluff overlooking the Trinity River. Fort Worth went from a sleepy outpost to a bustling town when it became a stop along the legendary Chisholm Trail, the dusty path where millions of cattle were driven north to market. Fort Worth became the center of the cattle drives, and the ranching industry. Its location on the Old Chisholm Trail helped establish Fort Worth as a trading and cattle center and earned it the nickname "Cowtown".

Today, Fort Worth is expected to reach 833,319 people by the end of 2016, according to The World Population Statistics. The Dallas/Fort Worth/Arlington Metropolitan Statistical Area was ranked 12th in the nation and 2nd in the state. The residents of Fort Worth and Tarrant County are genuinely friendly, spirited, and quite diverse. Fort Worth is consistently ranked among the top places in the nation to work, live, and do business.

Whether born here or newly arrived, Fort Worth is home in every sense of the word, with affordable, high-quality living, a diverse business environment, outstanding education from kindergarten through college, a temperate climate, popular attractions, sophisticated fine art, community solidarity, renowned performing arts, and a bustling downtown which is the pride of its citizens and a model for cities across the nation.

The FWTA provides fixed route and express bus service within Fort Worth city limits, including the Alliance Area and to Denton. We also provide Rider Request Service to the City of Richland Hills, and MITS service is provided to Fort Worth, the City of Richland Hills, and the City of Blue Mound.

The FWTA also provides commuter rail service to the area through its joint venture with DART. The Trinity Railway Express (TRE) commuter rail service between downtown Fort Worth and downtown Dallas provides several park and ride facilities along the heavily traveled highway

183/121 corridor from Fort Worth to Dallas. TRE provides access to many customers who do not live in the service areas of public transportation authorities.

Another way the FWTA provides service outside its fixed route service area is through vanpools. Partially funded through federal grants, vanpools are established by working with employers and their employees.

Additionally, FWTA provides transportation services to others outside its service area through federal grant programs designed to assist non-member cities with their transportation needs such as the North East Transportation Services (NETS) and Tarrant County Transportation Services (TCTS). FWTA, DART, City of Arlington, and University of Texas at Arlington partnered to provide limited service to Arlington from the TRE CentrePort Station.

Facilities

Hershel R. Payne Transportation Complex, a consolidated facility completed during fiscal year 1997, serves as FWTA's maintenance, and operations center just east of downtown Fort Worth.

The FWTA operates transfer centers at three area malls, La Gran Plaza de Fort Worth at I-35 South and Seminary Drive, Ridgmar Mall at I-30 and Green Oaks and Hulen Mall located at I-20 and Hulen Street. Locating a transfer center on mall property is good for local merchants and FWTA customers. In addition, the Sierra Vista Transfer Center is located at 1500 E. Berry Street. These facilities provide outstanding passenger amenities, while efficiently transferring our customers to other parts of the service area.

Our South Park-and-Ride facility located at the intersection of I-35 and Alsbury Road in far south Fort Worth provides for commuter express bus service to downtown Fort Worth and to the Bell Helicopter assembly plant.

Our newest facility is the North Park & Ride located at 10157 North I-35 West between Golden Triangle and Heritage Trace. There is enhanced peak hour service and limited all day service to the park & ride facility as well as the Alliance corridor.

There are five TRE stations in Tarrant County, which are as follows:

- **Texas and Pacific (T&P) Station** at Lancaster and Throckmorton Streets. Wood Partners Group developed condominiums on the upper floors, above FWTA's main waiting room. The waiting room is leased for weddings and large functions. Its classic art deco decor is a popular venue for various events.
- **Intermodal Transportation Center (ITC)** at 9th and Jones Streets. The FWTA's Customer Service Call Center was relocated from the ITC to HRP in the spring. Customer Service has a new storefront at 800 Cherry Street as well as the kiosk, on the first floor of the ITC, our downtown transit center. Enterprise Rent-A-Car, Amtrak, Greyhound Bus Lines, and Subway lease space at the ITC.

- **Richland Hills Station** at Handley-Ederville Road and Highway 121. The station's double tracking project was completed in time for the new schedule changes for our bus and train service on September 14, 2009.
- **Bell Station** at Bell Helicopter Boulevard off Highway 10 across from Bell Helicopter.
- **CentrePort/DFW Airport Station** off Highway 360 just south of Dallas/Fort Worth (DFW) Airport. This station has an expanded parking lot and shuttle service to DFW Airport. Also FWTA provides service to CentrePort employers with Route 30.

Special Transportation Services

The FWTA currently has the following special transportation services:

- **The Vanpool Program** is open to individuals whose work trips begin or end in any of the eight counties on the western side of the Metroplex. This program is funded through federal grants, and the local match is provided by the FWTA. The passenger monthly fees offset a portion of the program's operating expenses.
- **The North East Transportation Services (NETS)** provides rides for the elderly or disabled persons within the city limits of Bedford, Euless, Grapevine, Haltom City, Hurst, Keller, and North Richland Hills. FWTA has an Interlocal Agreement with NETS to administer the NETS program, and Catholic Charities provides the service through a contract with FWTA.
- **Tarrant County Transportation Services (TCTS)** provides rides for the elderly or disabled. This service is for residents within Tarrant County, but outside The T service area. Catholic Charities is the provider, and FWTA oversees the operation;
- **Northeast Tarrant County Job Access** funds were made available to FWTA through the Federal Transit Administration (FTA) to fund transportation service expansion from the TRE CentrePort Station to employment sites in CentrePort. As required by Job Access Funding, the service provides access to employment, occupational training, and other employment-related activities.

Trinity Railway Express (TRE)

The Trinity Railway Express provides passenger rail service between the cities of Fort Worth and Dallas. The 34-mile route serves 10 stations and is anchored at each end by restored railroad stations: Dallas Union Station, built in 1916, and the Texas and Pacific Passenger Terminal in Fort Worth, an art deco structure opened in 1931.

In fiscal 2016, TRE Tarrant County boarding provided 937,733 passenger trips or 6.2 percent decrease from passenger trips in fiscal 2015.

TRE operates on the former Rock Island line purchased by the cities of Dallas and Fort Worth in 1983. The cities deeded the line over to the FWTa and Dallas Area Rapid Transit (DART), who developed and now manage the TRE.

The FWTa and DART have contracted with Herzog Transit Services Inc. for the operations of the TRE, including dispatching, maintenance of the tracks, and maintenance of the vehicles. The TRE has a track use agreement with four freight railroads including: BNSF Railway; Union Pacific; Fort Worth and Western Railroad; and Dallas, Garland and Northeastern. Under these agreements, the aforementioned railroads are allowed to operate on the TRE corridor for a fee. TRE also receives revenue from the lease of the right-of-way. The freight lease revenues are used to offset the maintenance and operational costs of the TRE passenger service. During fiscal 2016, these agreements generated approximately \$2.3 million in revenue.

TRE has acquired and refurbished seven (7) F-59 locomotives and 12 bi-level cars from Toronto Canada's GO Transit. TRE has acquired two (2) new F-59 PHI locomotives and 13 bi-level cars as the service expanded into Tarrant County and the ridership increased. The current fleet is 25 bi-level coaches and 9 locomotives. The thirteen Rail Diesel Cars (RDC/DMU), which were used before the locomotives and coaches arrived, have been retired from regular TRE service.

Service is offered from 3:55 a.m. to 12:00 a.m. Monday – Thursday, and Friday from 3:55 a.m. to 1:50 a.m. Peak headways average 30 minutes, with headways for off-peak trains every 60 minutes. On Saturdays, trains operate on 60-minute headway from 5:01 a.m. to 1:20 a.m. Regular Sunday service is not offered at this time.

Connecting transit service is offered at all stations. In addition, free shuttle bus service is provided from CentrePort to the South remote parking lot at DFW Airport, where passengers can transfer to other DFW buses which serve the terminals.

Special event service to and from Victory Station is offered for most events (e.g. professional sports and concerts) via regularly scheduled eastbound trains and dedicated westbound trains scheduled to depart 20 minutes after the event. In addition, TRE operates special Sunday service to the Texas State Fair (via a connection with DART Light Rail Train (LRT) and to the Fort Worth Main Street Arts Festival.

[Service Updates](#)

Fiscal 2016 bus ridership was 6,928,418, which is a decrease of 527,540 passenger trips or 7.1% decrease over the same period in fiscal 2015. MITS ridership for fiscal 2016 was 383,924, which was an increase of .2 % compared to 2015. TRE ridership for fiscal 2016 was 2,054,001, decreased 5.2% over 2015. Vanpool service for fiscal 2016 was 397,000, a decrease of 27.6% compared to fiscal 2015.

Federal Grants in Fiscal 2017

The Grant Administrator at FWTA is responsible for identifying funding for the capital budget. Federal funding through grants administration finances a variety of projects which range anywhere from vanpool programs to rail construction projects.

- The procurement of environmentally friendly Compressed Natural Gas transit vehicles.
- Modernization of rail track on the Tarrant County side of the Trinity Railway Express.
- Program Management and Environmental work for the TEX Rail project.
- Right-of-way acquisition of rail track related to the TEX Rail project.
- Program Management, Engineering Design Support, and Construction Services for TEX Rail.
- New Freedom ADA improvements for constructing ADA accessible bus stops.
- Job Access/Reverse Commute services to busy employment centers of commerce, such as the Alliance area north of Fort Worth.
- Transit Enhancements such as public art, landscaping, signage, and other scenic beautification projects around service area bus stops.

The FWTA's Disadvantaged Business Enterprise (DBE) Goal for Fiscal Year 2017

As a recipient of Federal Transit Administration (FTA) funding, FWTA is required to have in place a Disadvantaged Business Enterprise (DBE) program, which is designed to remedy the effects of past discrimination and facilitate the participation of minority and women-owned businesses in the FWTA's federally funded contracts.

The FWTA is also required by the FTA to set an overall annual goal for DBE participation in federally assisted contracting in accordance with USDOT regulation, 49 CFR Part 26.

The DBE overall goal setting process is required every three years for all FTA grantees which expect grant awards of at least \$250,000 in FTA-assisted contracts, and it must conform to FTA's goal setting process as outlined by 49 CFR Part 26. The FTA does not approve the DBE overall goal of grantees. However, the FTA does review and approve the methodology used to calculate the goal. The FWTA's overall goal for fiscal 2017 – fiscal 2019 is 25% DBE participation.

The TEX Rail D/M/WBE project goal for design and construction has also been set and was approved by the Board in October 2012. The TEX Rail D/M/WBE Design and Construction project-specific goal is 30%.

To achieve diversity and inclusion, the FWTA continuously looks for opportunities to improve its DBE program; to identify opportunities within solicitations for potential DBE participation; and to ensure DBEs are provided with solicitation information, which can include hosting business diversity outreach forums, attending outreach events, and notifying DBEs regarding solicitation opportunities.

WELCOME TO DOWNTOWN



Project Goals

The Trinity River Vision project not only provides needed flood protection for Fort Worth but it also accomplishes several other important goals: urban revitalization, ecosystem restoration, recreation and sustainability.



The Fort Worth Trinity River Vision project is a model for sustainability in North Texas. Through creative design and implementation, new public infrastructure will be built to serve generations, providing both public safety and quality of life elements for the entire region. Smart sustainability practices will be integrated into the design and construction of new park facilities, flood gates, lakes, dams, roads, bridges, storm water management facilities, public plazas and other infrastructure elements planned in the project. The project will apply smart sustainability practices by designing for density, enhancing environmental quality, providing transportation options, promoting good health, sustainable construction methods and building green.

Urban Revitalization

Infrastructure needed for flood control will restore an aging industrial area once devoted to oil refining, scrap metal yards and electrical and chemical plants. When the bypass channel is completed, around 800 acres of underutilized land between the Tarrant County Courthouse and Northside Drive will be accessible for private mixed-use development opportunities – in essence doubling the size of downtown. An envisioned 10,000 housing units and three million square feet of commercial, retail and educational space will make it possible for Fort Worth residents to live, work, play and learn near the river.

[Live Downtown](#)

Downtown Fort Worth is a place unlike any other. It's vibrant, it's fresh, and it's exciting, but it still maintains the small-town Texas roots that make our city so unique. Come dine, shop, explore, and enjoy everything we have to offer.

Downtown Demographics:

- 4,636 Population
- 2,536 People / square mile
- 34.1 Median age
- 1.6:1 Male/Female ratio
- Downtown is ranked #2 in Fort Worth for livability
- Downtown is ranked #178 in Texas for livability

Downtown Fort Worth Living

Don't look now, but downtown Fort Worth has become a very livable neighborhood and the envy of its much-hyped neighbor city. Downtown Fort Worth offers buyers a variety of styles, from the luxury penthouse condos of [The Tower](#) to the authentic "hard lofts" at [Texas Pacific Lofts](#). And the best part is that they are all within walking distance of an ever-increasing list of restaurants, shops and theaters.



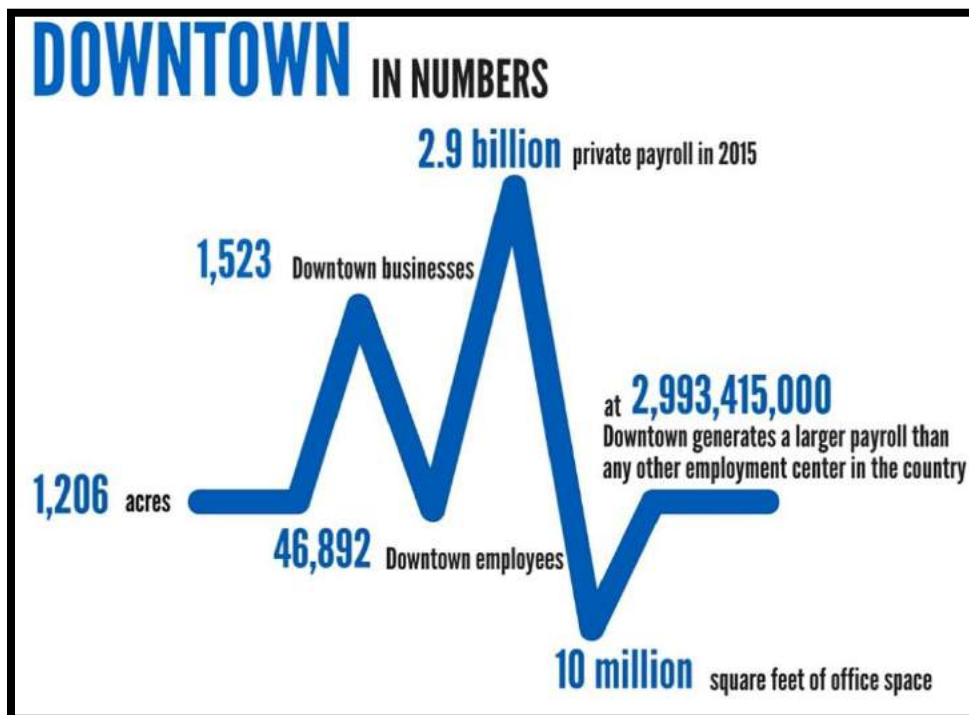
Look no further for great apartment home living in Fort Worth, TX, because you've found it! Come enjoy a life of ease with savory restaurants, fabulous shopping and endless outlets for recreation and entertainment just minutes away.

Work Downtown

Downtown is the hub of it all. Simply put, this is a fantastic place to work! That's why so many businesses are located here from well-known national firms to local up-and-comers. Whether you want to office in a Class "A" skyscraper or an historic building, this is the place to grow.

DOWNTOWN IS BUILT FOR BUSINESS

Downtown Fort Worth was recently named the **#1 Downtown in America** thanks to its low unemployment rate, high occupancy rate of both residential and retail and the bounty of museums, parks and entertainment venues available here. Downtown is located in one of the fastest growing cities in America, is served by commuter rail, Interstates 35 and 30 and is located just 24 miles from D/FW International Airport and 18 miles from Fort Worth Alliance Airport, the world's first 100% industrial, multi-modal airport.



Redevelop Near Downtown

Historic Butler Housing

Constructed between 1939 and 1940, Butler Place is one of 52 federally funded low-income housing projects built in the United States during the Great Depression. It housed 250 African-American families in the Chambers Hill area, a rather notorious part of Fort Worth in the 1930s, according to several sources. Butler Place was named after Henry H. Butler, an educator and Civil War veteran.



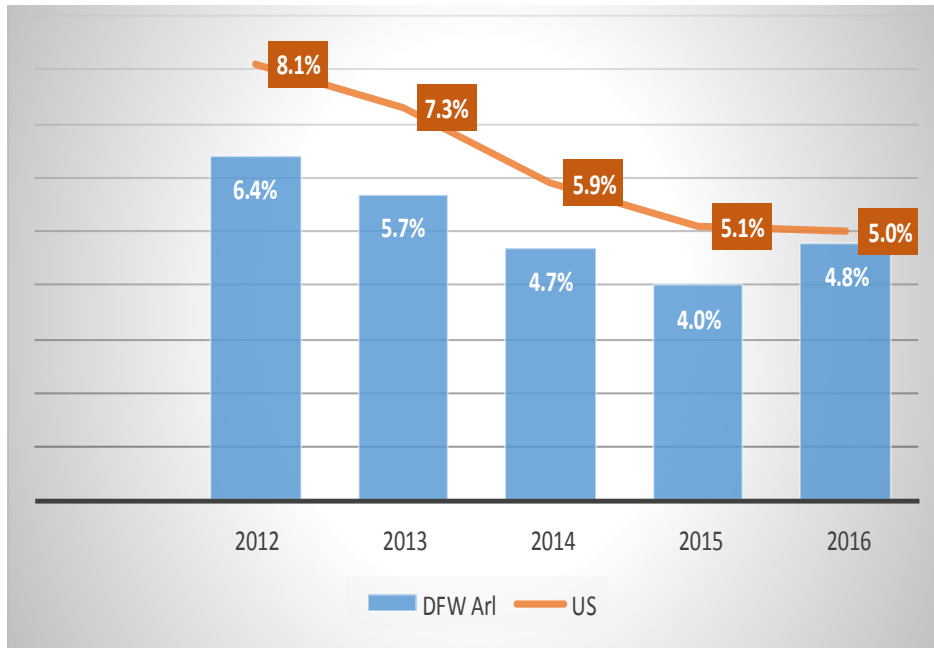
Butler Place Apartments, an iconic landmark in Fort Worth, may look different in the future. That's the idea behind the Fort Worth Housing Solutions' (FWHS) project involving the apartment complex in the shadow of downtown on the east side. The organization is selecting a master developer to redevelop the 41-acre public housing complex, which opened in the early 1940s and was expanded in 1963.

The new Butler Place will be a mixed-use/mixed-income community. Its diversity will include not only a variety of property goals but also a variety of incomes.

Unemployment

The national unemployment rate for September 2016 was 5.0% according to the U.S. Bureau of Labor Statistics. The Texas unemployment rate for September 2016 was 4.8%. Texas Employers have added 206,800 jobs between October 2015 and September 2016. The unemployment rate for Fort Worth during the month of September 2016 was 4.1%. (*U.S. Labor Statistics*)

Annual Average Unemployment Rates



U.S. Department of Labor, Bureau of Labor Statistics. Available at <http://www.bls.gov/bls/employment.htm>.

Employment

The Metroplex consists of two Metropolitan Statistical Area (MSAs) division-separately identifiable employments centers within the larger metropolitan area. The Dallas-Plano-Irving Division, which accounted for 71% of the area workforce, with the addition of 101,300 jobs, a gain of 4.2% from a year ago.

The Fort Worth-Arlington Metropolitan Division, which accounted for 29% of the area's workforce, added 21,000 jobs during the last 12-month period, a 2.1% increase.

Some of Fort Worth's Top Employers:

Employers	Employees
AMR/American Airlines	25,000
Lockheed Martin Aeronautics Company	13,690
Fort Worth Independent School District	12,000
NAS Fort Worth JRB	10,000
JPS Health Network	6,500
City of Fort Worth	6,161
Cook Children's Health Care System	6,042

Bell Helicopter Textron	4,953
Tarrant County College	5,999
Alcon Laboratories	5,393
BNSF	4,500
JP Morgan Chase	3,678
GM Financial	3,820

YEAR IN REVIEW

The New Face of the FWTA

In April of 2016 the FWTA moved its administrative offices to 801 Cherry Street, Burnett Plaza. “The move fulfills the need for us to be closer to the companies we collaborate with on transit projects,” said FWTA President & CEO Paul Ballard. “Having the headquarters downtown is a logical step, and it aligns with our existing downtown presence at the T&P Station and the Intermodal Transportation Center, where our board meetings are held.”



Burnett Plaza Building located at 801 Cherry Street.

A customer service office opened across the street, at 800 Cherry Street, for customers to purchase passes and tickets. They can also make purchases at the ITC or via a self-service ticket vending machine at 1600 E. Lancaster Avenue. The company’s operations and maintenance department will remain at the Lancaster location.

The FWTA’s Storefront Customer Service



EasyRide

COMMUTER PROGRAM

“Fort Worth has a growing millennial population, and they prefer public transit for commuting to work or getting around town,” said Rebecca Montgomery, vice president of governmental relations, who touts the program as a win-win for employers and employees.

“We partner with businesses to make it convenient and economical to use public transportation,” she said. “For employers who pay for transit pass expenses, they receive a tax deduction. Plus, program participants get a 25 percent discount from us.”

[EasyRide Commuter Program](#)

EasyRide is the FWTA’s transit program that provides commuter cost savings to Tarrant County businesses and their employees. The program gives employers the opportunity to provide a convenient and consistent way for their employees to get to work – without battling traffic jams and searching for that open parking spot.

Employer Benefits:

- Receive a Federal tax deduction for transit expenses
- Reduce parking costs and capacity needs
- Lower Stress levels for employees
- Use as a tool to recruit and retain staff
- Show commitment to sustainability and going green

Employee Benefits:

- Receive a pre-tax transit spending account
- Gain a new benefit when company pays part or all of the costs
- Access dependable transportation
- Eliminate parking expenses
- Reduce stress, vehicle wear – and- tear

Choosing public transportation for your daily commute can rack up nearly \$10,000 in annual savings, according to the new *Transit Savings Report* from the American Public Transportation Association (APTA). The study shows an average annual savings of \$9,686 for someone who stops commuting by car and opts for public transit.

Cost savings, convenience and a preference for public transit are among the reasons travelers are choosing the Fort Worth Transportation Authority's EasyRide commuter program.



Shelley Davis and
Casey Lindsey,
EasyRide Coordinators
at a Vendor fair

Some of the companies participating in the EasyRide program include:

- American Airlines
- City of Fort Worth
- Fort Worth Club
- JP Morgan Chase
- JPS Health Network,
- Oncor Electric Delivery
- XTO Energy
- University of North Texas Health Science Center
- Bell Helicopter
- First American Payment Systems
- GM Financial
- NBC Universal, Channel 5
- Tarrant County Government

Participants in EasyRide can choose services from the Fort Worth Transportation Authority, Trinity Railway Express, Dallas Area Rapid Transit and Denton County Transportation Authority.



Sharing EasyRide information at Vendor Fairs



Guaranteed Ride Home Program

Unplanned overtime? Family or medical emergency? No need to worry about getting a ride home with the GRHP participants can get transportation back home or to the Park & Ride Lot (wherever you left your car).

Your co-pay will be \$5.00 and the FWTA will pay the balance. You can use this up to two times in a three month period.

TAX Savings for Employers and Employees

The federal tax code allows employers to offer up to \$255 per month (\$3,060 per year) in transit pass costs, tax free. According to the IRS Code Section 132(f), qualified transportation fringe benefits, such as passes, are excludable from income for purposes of taxation.



Great cities and urban areas have great transit systems. As Fort Worth continues its' path toward becoming one of the great cities – we need to assure that our transit system becomes great as well.

In early 2015, we initiated a year long process for the development of a Master Plan that would guide us on our mission to provide quality public transportation to meet the mobility needs of our region. In February of 2016, the Board of Directors accepted the Master Plan. We are now putting our Plan into action.

Transit Master Plan in Action

In late September, we implemented two new bus routes: the North Texas Xpress (Route 64) and Route 28, which runs along Mansfield Highway.



On September 26, 2016, we partnered with DCTA in Denton and started a new Express Route called the North Texas Xpress. This service runs along Interstate 35W between downtown Fort Worth and Denton with stops in-between North Fort Worth at our North Park and Ride and in the Alliance area. This service provides a valuable connection between our two cities and counties.

The North Texas Xpress serves:

- Intermodal Transportation Center
- FWTA North Park-n-Ride
- TCC's Erma C. Johnson Hadley Northwest Center of Excellence for Aviation, Transportation and Logistics
- Alliance Opportunity Center
- University of North Texas
- Texas Woman's University via transfer

Route 28 - Mansfield Highway

Schedule

- Hourly 6 a.m.-7 p.m.
weekdays

Serving

- Magnolia at Village Creek Apartments
- UPS Freight
- Renaissance Square
- Walmart



New Route 28 Mansfield Highway was also started in September of this year to meet a strategy of the Master Plan of providing service to new areas. This route serves an area of southeast Fort Worth consisting of 698 apartment units, 702 mobile homes and a 243 acre industrial park that did not have bus service.

With this new Route 28, this community will now have a route that travels along Mansfield Highway, Wichita Street and Berry Street connecting to the growing development at Renaissance Square which includes a Walmart.

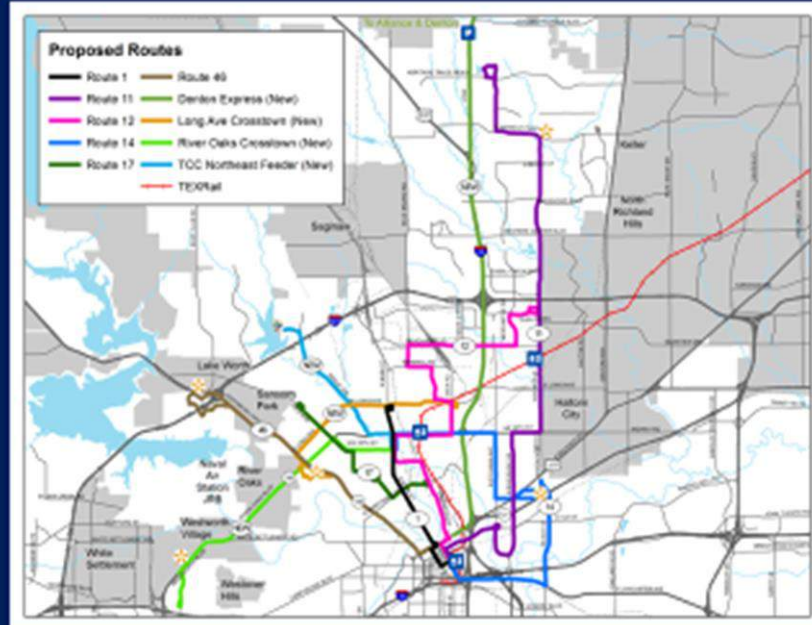
New Trinity Railway Express Schedule

- New service, which nearly doubles the number of trains, began Oct. 24.
- Weekday train service every 30 minutes during peak periods.
- For evening, midday and Saturday service, the frequency is every 60 minutes.
- Later service hours on Friday and Saturday.
- Saturday service starts three hours earlier.

To view the full schedule, go to www.trinityrailwayexpress.org under Commuter Alerts.



Proposed North Quadrant Service



Our Master Plan was developed to determine what might be needed to provide truly great transit to the residents here over the next 20 years with a strong focus on what can be accomplished over the next five years.

Our major focus in 2017 is improving existing service. We have divided Tarrant County into four (4) quadrants and we are starting with the north quadrant of Tarrant County for service improvements to start in April of next year.

[West 7th Street Circulator](#)

This will be one of the most impactful bus service changes we have made in years. Our goal is to provide the level of service expected of a major urban area. We are working with private stakeholders and the City of Fort Worth on a West 7th Street Circulator, which is planned to start operations in April 2017. The Route will serve the museum district.

The FWTA's TEX Rail Project-Vision in Action Milestones

Groundbreaking Ceremony in Grapevine



A new commuter rail line that will run from downtown Fort Worth to the airport kicked off construction in bold fashion - with three groundbreakings in one day. Fort Worth Transportation Authority's TEXRail project celebrated at Fort Worth's historic Texas & Pacific Station, which will be the beginning of the route, as well as in Grapevine and North Richland Hills.



"We are delighted to have this project underway," said Paul Ballard, President & CEO of the Fort Worth Transportation Authority. "TEX Rail is a tremendous achievement for our region and our customers."

Groundbreaking North Richland Hills

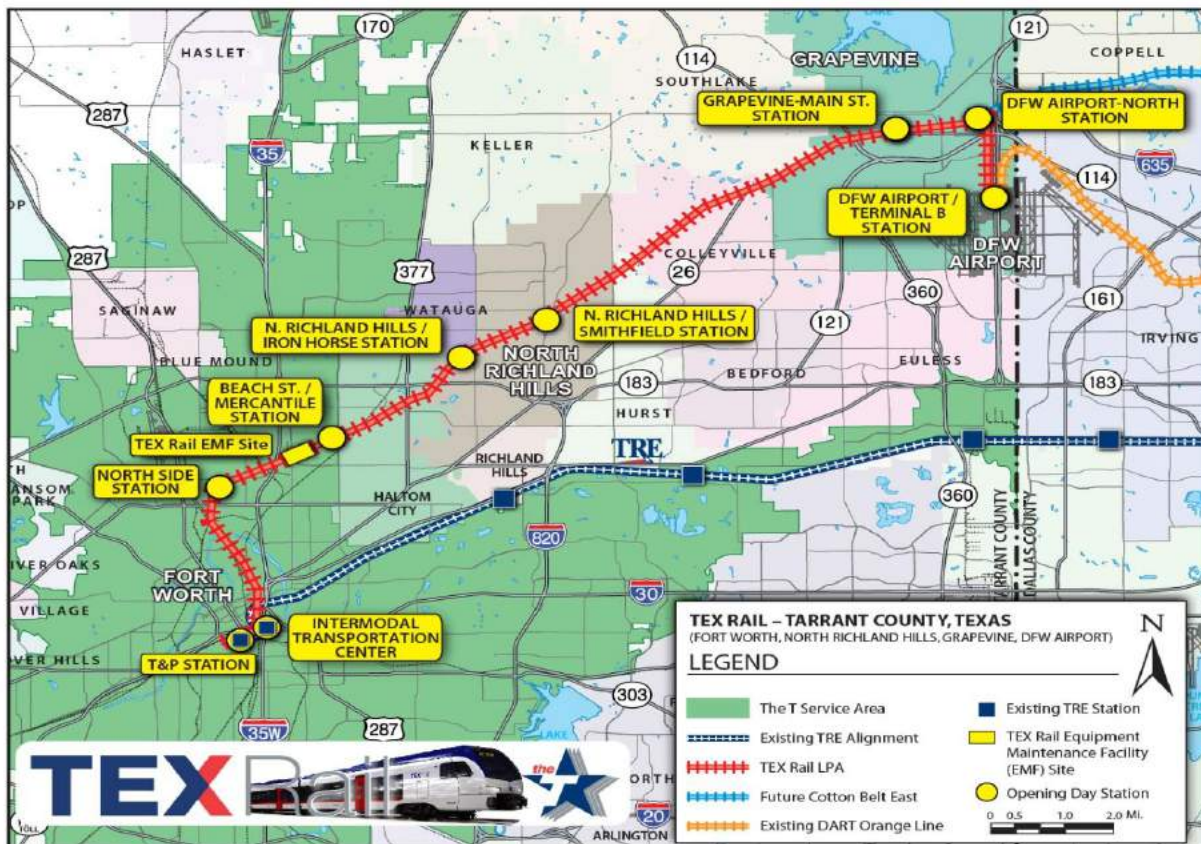


Bob Baulsir, vice president of railroads and procurement, said riding TEX Rail will be hard to resist. "Once people have the chance to see how smooth and elegant this Stadler vehicle is, they will see that it's the way to go. Why suffer through white-knuckle driving in traffic when you can sit back and enjoy the ride?"

Groundbreaking T&P Event



TEX Rail Corridor Map



TEX Rail Facts at a Glance

The opening commuter rail line, or initial service section, will extend from downtown Fort Worth, across northeast Tarrant County and Grapevine, and into DFW International Airport's Terminal B:

- 27.2-mile regional rail corridor
- 9 Stations at opening
- Diesel (DMU) Multiple Units
- Quieter than Locomotive Hauled Coach technology
- More fuel efficient
- No locomotive, operator sits at end of passenger car
- Positive Train Control
- This 27-mile regional rail corridor is projected to have more than 9,094 daily riders at the initial start of service using eight rail stations.
- By 2035, there will be 9 stations and approximately 14,000 daily riders.
- FWTA is targeting 2018 for the opening, when TEX Rail will begin revenue operations.

Anticipated Milestones:

- May 2016 Huitt Zollars EMF design completed
- June 2016 Received Letter of No Prejudice
- June 2016 FWTA Board approves start of construction
- August 2016 Groundbreaking Ceremony
- Q3 2016 Begin Construction
- December 2016 Full Funding Grant Agreement (FFGA) Signing Ceremony
- Q3 2016 / Q4 2018 Construction / Testing
- Q1 2018 Stadler Rail cars begin to arrive in Texas
- Q4 2018 Revenue Operations begin

Keep on Track . . .

Website: www.TEXRail.com | E-mail: info@TEXRail.com | Telephone hotline: 817-215-8785

LOOKING AHEAD TO 2017

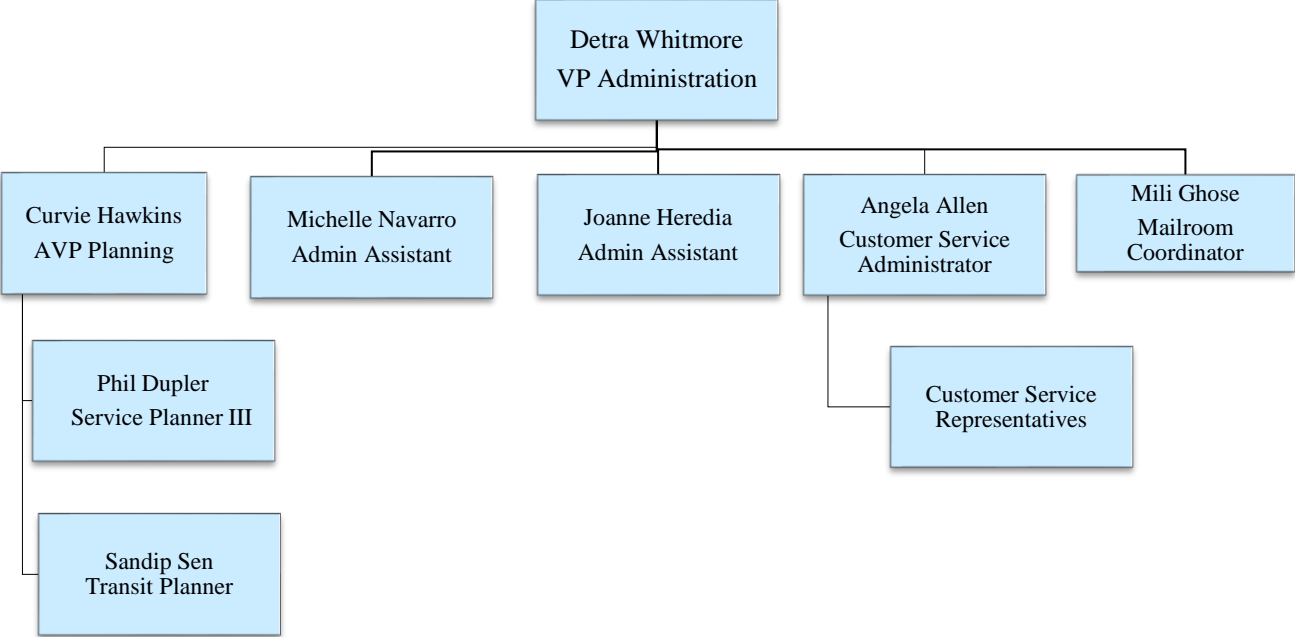


Some of our nearly 80 veterans marched in the Veterans Day Parade that went through Sundance Square in downtown Fort Worth. Veterans wore patriotic Shirts that reflected their service to their community and to their country. Our parade bus displayed an American Flag on the front and a message of support for our veterans.

Major Projects for 2017

- Continued Implementation of the Transit Master Plan
- New Vehicles (40' CNG Buses)
- TEX Rail Milestones
- New Plans for a TOD partnership with the Fort Worth Housing Authority for a mixed use development.
- Positive Train Control
- Implementation of the Enterprise Resource Project (ERP)
- Fareboxes

Administration



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Administration

Functions and Responsibilities

Administrative staff provides leadership and direction to ensure that FWTA meets its mission, goals and objectives. Additionally, the administrative staff ensures sound ethics and fiscal management for the agency consistent with federal, state and local laws and sound public practices.

FY2016 Accomplishments

- **Increase system wide ridership**
 - Completion of the Master Plan
 - Moved administration staff to Burnett Plaza
 - Implementation of Route 28
 - Implementation of Route 64
- **Implement Strategic Technology**
 - Audio/Visual upgrades to the Intermodal Transportation Center (ITC)
- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**
 - Staff attended in-house and outside training

FY 2017 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - Provide a service that has regional value.
 - Collaboration among transit providers in the region to provide coordinated transit.
 - Secure multi-jurisdictional support.
 - Presentation to Chambers of Commerce, business leaders, and other municipalities on transportation values
 - Board Members and Senior Staff participates in regional transit meetings
- **Demonstrate the Value of Public Transportation in the Community:**
 - Educate the community on the benefits of using FWTA services.
 - Elevate the profile of FWTA.

- Support other avenues for transit in partnerships.
 - Continue to maintain strong relationships with communities, their leaders, and key constituents.
 - Implementations of the strategic plan (Master Plan) with guidance, and support.
 - Presentation to Chambers of Commerce, business leaders, and other municipalities on transportation values
 - Expansion and creation of new routes
 - Create a partnership with the City of Fort Worth and other municipalities
- **Provide the Best Possible Customer Experience:**
- Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.
 - Design service to meet the needs of the community.
 - Improve ease of ride – better customer experience.
 - Benchmark and meet performance goals.
 - Leverage technology to improve service.
 - Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - Continue to rebrand the fleet
 - Continue focus on technology such as IVR and better real time capability
 - Streamline the fare media
- **Continue to Improve Organizational Practices and Develop Staff:**
- Continue to be an employer of choice.
 - Maintain and nourish a culture of inclusion.
 - Engage and educate healthy lifestyles to all employees through our management team.
 - Continue to provide professional development opportunities.
 - Develop an employee newsletter that is published quarterly.
 - Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - Be recognized as the “Top 100 Best Place to Work” in Fort Worth
 - Encourage agency-way professional development
 - Implement Diversity and Sensitivity training for all employees



Customer Service

Functions and Responsibilities

Customer Service provides customer information for TRE, fixed route bus, rider request, and MITS paratransit service via telephone and internet. They handle customer inquiries, suggestions, complaints, maintain the lost and found items, and book MITS trips. Communicates with the MITS dispatcher regarding MITS trips as necessary.

FY2016 Accomplishments

- **Increase system wide ridership**
 - Ongoing customer skills/customer service training to ensure professional responses to customer inquiries.
- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**
 - Continued with a modified CS Wellness program including a walking club and biking club

FY 2017 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - Provide a service that has regional value.
 - Collaboration among transit providers in the region to provide coordinated transit.
 - Secure multi-jurisdictional support.
 - Continued training to ensure CS team is up to date on all changes made to routes/schedules.



Planning Department

Functions and Responsibilities

Responsible for coordinating the strategic, service and long-range planning of FWTA.

FY2016 Accomplishments

- **Increase system wide ridership**
 - Led the development of a Transit Master Plan, consisting of a short and long-range plan of action for the development of FWTA's future capital projects, and service expansion.
 - Developed efficient bus service proposals for quarterly service changes (examples include eliminating additional bus on Bell service and shifting Stockyards Trolley trips from AM to PM) and simplified service (examples include 24-Berry & 25-Crosstown schedule changes).
 - Improved customer waiting experience and comfort by expanding the number of passenger shelters (21 new shelters).
- **Improve Operational Efficiency**
 - Held monthly Route Monitoring Committee (RMC) and Meet The Staff sessions to gather operator input on proposed service modifications – resulted in various ideas to improve bus service efficiency.
- **Implement Strategic Technology**
 - Developed innovative “Project Bus” concept used as part of the engagement effort for the Transit Master Plan. The project bus was a high-tech mobile meeting tool which allowed planning staff to schedule “rolling mobile meetings”. The Project Bus is now available to be used in other outreach efforts such as on-the-spot recruiting.
- **Advance the TEX Rail Project**
 - Planning staff helped initiate the “Before and After Study” which is the FTA required study of conditions prior to the construction of TEX Rail. Then, a follow-up study of the “after” conditions will be conducted after opening of the service.
- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**

- Two members of planning staff achieved “Gold” in Wellness program.
- Planning staff have attended GIS regional planning meetings.

FY 2017 Planned Initiatives (Goals)

➤ **Regional Transit Leadership:**

- Provide a service that has regional value.
- Collaboration among transit providers in the region to provide coordinated transit.
- Secure multi-jurisdictional support.
 - In support of Transit Master Plan implementation, FWTA Planning staff will make presentations as needed and prepare technical papers and maps highlighting area-specific projects for potential regional partners.
 - Planning staff will assist/meet/coordinate with surrounding counties and respective transit systems in Denton, Johnson and Parker Counties to investigate new regional services and connections. Initial goal is to have an express bus route in operation by September 2017
 - Planning staff will assist as needed in the effort to complete TEX Rail project.
 - Planning staff will develop guidance for the strategic expansion of park-and-ride facilities. Guidance will be developed by September 2017.

➤ **Demonstrate the Value of Public Transportation in a the Community:**

- Educate the community on the benefits of using FWTA services.
- Elevate the profile of the FWTA.
- Support other avenues for transit in partnerships.
- Continue to maintain strong relationships with communities, their leaders, and key constituents.
- Implementations of the strategic plan (Master Plan) with guidance, and support.
 - Planning staff will lead the development of quadrant-by-quadrant Operations Analysis working towards the implementation of the Transit Master Plan. North quadrant will be completed by September 2016. West quadrant will be completed by May 2017.
 - Planning staff will participate and/or lead presentations of “How to Ride a Bus” to local community groups, such as the AARP. Goal is to complete one or more presentations per quarter.

➤ **Provide the Best Possible Customer Experience:**

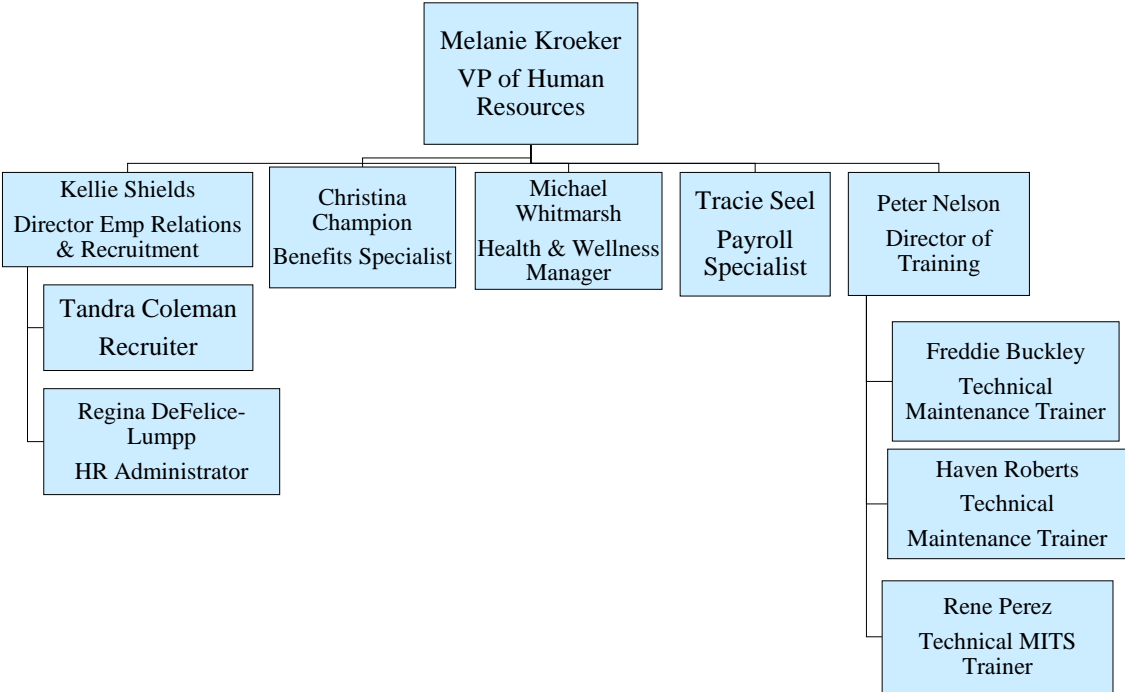
- Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.

- Design service to meet the needs of the community.
- Improve ease of ride – better customer experience.
- Benchmark and meet performance goals.
- Leverage technology to improve service.
- Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - Planning staff will lead effort to simplify service and make transit faster. Specific bus projects will be identified using a quadrant-by-quadrant Operations Analysis which will be conducted as part of on-going Service Review process. North quadrant will be completed by September 2016. West quadrant will be completed by May 2017.
 - Expand Transit Signal Priority (TSP) technology on congested corridors to speed buses through intersections. Planning staff will explore implementation of a Demonstration project along Route 7 – University utilizing current TSP technology by June 2017.
 - Planning staff will assist in installation of annunciator bus stop announcement system to make the bus easier to use especially for those with visual or hearing impairments.
 - Planning staff will assist coordination with Transportation Network Companies such as Uber, Lyft or GetMe to develop a variety of first-mile/last-mile connections that meet specific needs. Goal is to implement a project in Alliance by September 2017.

➤ **Continue to Improve Organizational Practices and Develop Staff:**

- Continue to be an employer of choice.
- Maintain and nourish a culture of inclusion.
- Engage and educate healthy lifestyles to all employees through our management team.
- Continue to provide professional development opportunities.
- Develop an employee newsletter that is published quarterly.
- Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - Enhance working relationship between planning department and bus operations through the continued organization of Route Monitoring Committee (RMC) and “Meet the Staff” sessions to gather operator input on improving efficiency of existing service and proposed service modifications.
 - Encourage planning staff attendance in wellness activities; area planning conferences and workshops; and GIS and business writing workshops for personal and professional development.

Human Resources



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Human Resources Department

Functions and Responsibilities

The Human Resource department includes but is not limited to recruitment, training, benefits, performance management, employee relations, and risk management. Focus on promoting people development culture at FWTa. In addition, our department emphasizes the importance of remaining up-to-date on current trends, technology, and incentives while providing exemplary service to our internal and external customers. The Human Resource team implements federal, state, and local policies that affect the status of all employees and internal programs to assist (workers compensation, FMLA, FSLA, EEO/AA, State Wage and Hour, Unemployment, Healthcare and other benefits, HIPAA, FTA Drug and Alcohol requirements, confidentiality, disciplinary action, ADA, Training, EAP, 401(k) /457b retirement plans, employee wellness programs, and pre-employment testing). In addition, the Human Resource team is dedicated to providing ongoing health promotion and wellness activities in order to increase the concept of healthy lifestyles and to implement these concepts to advance the wellness of the employees through our Wellness Program.

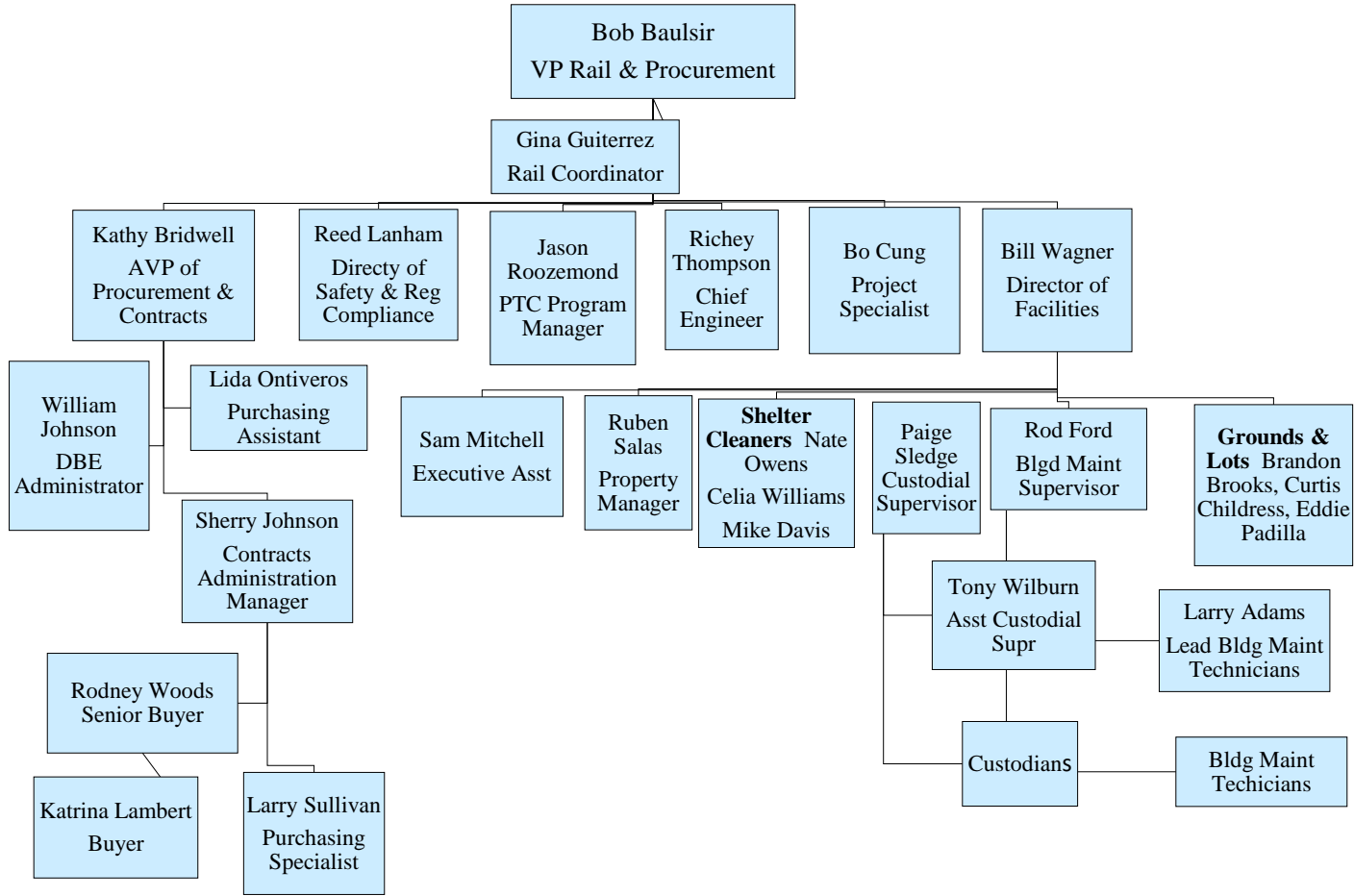
FY2016 Accomplishments

- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**
 - Develop and implement recurrent training for Fixed Route Operations
 - Develop and implement corporate Intranet
 - Research and select Learning Management System vendor
 - Research and select Diversity and Inclusion program
 - Revise and improve recurrent safety training for maintenance and building facility services
 - Blue Zone Approved Company
 - American Heart Association “Platinum Fit Friendly Company”
 - Viverae (Wellness Portal/Health Coaching)
 - MD Live (Teladoc)
 - Arrosti (diagnostic/rehab)
 - Implementation of Wellness Devices (Fitbit, Gamebreaks)
 - Biometrics/MHA/Flu Shots
 - On-going development training

FY 2017 Planned Initiatives (Goals)

- **Continue to Improve Organizational Practices and Develop Staff:**
 - Continue to be an employer of choice.
 - Maintain and nourish a culture of inclusion.
 - Engage and educate healthy lifestyles to all employees through our management team.
 - Continue to provide professional development opportunities.
 - Develop an employee newsletter that is published quarterly.
 - Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - Develop and implement recurrent training for Fixed Route Operators
 - Develop and implement corporate Intranet
 - Research and select Learning Management System vendor
 - Research and select Diversity and Inclusion program
 - Revise and improve Fixed Route Operator training
 - Revise and improve recurrent safety training for Maintenance and Facilities Supervisors
 - Monthly supervisor training for Ops, MITS, Maintenance and Facilities Maintenance
 - Continue holding MITS recurrent training
 - Continue to offer professional development classes for corporate employees
 - Continue CDL training for new operator employees
 - MITS new hire/recertification program
 - Apply for FWTA wellness program recognition (American Heart Fit Friendly, Champions in Health)
 - Biometrics/MHA (Increase Employee/Spouse 7%)
 - Viverae increased by 10%

Rail & Procurement



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TEX Rail

Functions and Responsibilities

TEX Rail staff will design, build, and manage all construction work located along the 27 mile track from Downtown Fort Worth to DFW International Airport.

FY2016 Accomplishments

- **Improve Operational Efficiency**
 - Started cost saving negotiations for the Operating & Maintenance contract for TEX Rail

- **Implement Strategic Technology**
 - Revised Positive Train Control, saving the region \$65 million
 - Completed revenue collection bid, TRE, TEX Rail, DART, FWTA bus fleet and DCTA

- **Advance the TEX Rail Project**
 - Completed Final Design for the Construction Management General Contractor (CMGC)
 - Revised Positive Train Control Program, saving the region \$65 million
 - Mobilized construction crew with 3 field offices
 - Completed equipment maintenance facility final design
 - Produced first three Flirt car bodies
 - Completed two letters of no prejudice allowing construction to start early
 - Completed airport DFWIA Agreement

- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**
 - TEX Rail staff attended FTA New Starts training
 - APTA Capital Projects Symposium
 - Rail safety training
 - APTA Rail Conference
 - RailVolution

FY 2017 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - Provide a service that has regional value.
 - Collaboration among transit providers in the region to provide coordinated transit.
 - Secure multi-jurisdictional support.
 - Completed cost saving negotiations for the Operating & Maintenance contract for TEX Rail
 - Continued participation in regional transit meeting by Board Members and Senior Staff

- **Demonstrate the Value of Public Transportation in a the Community:**
 - Educate the community on the benefits of using FWTA services.
 - Elevate the profile of the FWTA.
 - Support other avenues for transit in partnerships.
 - Continue to maintain strong relationships with communities, their leaders, and key constituents.
 - Implementation of the strategic plan (Master Plan) with guidance and support.
 - Continue speaking at local meetings such as the Chamber of Commerce about TEX Rail and its impact on the community
 - Continue to build good relations with the City of Fort Worth and other municipalities

- **Provide the Best Possible Customer Experience:**
 - Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.
 - Design service to meet the needs of the community.
 - Improve ease of ride – better customer experience.
 - Benchmark and meet performance goals.
 - Leverage technology to improve service.
 - Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - Continue management of TEX Rail, so it meets the needs of the community
 - Implementation of Positive Train Control for enhanced safety
 - Continued oversight on the building of the TEX Rail vehicles

- **Continue to Improve Organizational Practices and Develop Staff:**
 - Continue to be an employer of choice.
 - Maintain and nourish a culture of inclusion.

- Engage and educate healthy lifestyles to all employees through our management team.
- Continue to provide professional development opportunities.
- Develop an employee newsletter that is published quarterly.
- Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - Rail safety training
 - APTA Rail Conference
 - Support current and new initiatives for the organization
 - Encourage training opportunities for all staff, both internally and outside



Contract Administration and Procurement

Functions & Responsibilities

Provide added-value contract and procurement services through diverse service providers, meeting compliance oversight with quality-driven cost-effective approaches to meet and exceed our customers' expectations.

FY2016 Accomplishments

- **Increase system wide ridership**
 - Procurement worked with the Marketing, Planning, and Operations Departments to solicit and establish contracts for the design and printing of passenger information materials, including a System Map, and Individual Bus Route Schedules.
- **Improve Operational Efficiency**
 - Procurement worked with Operations, Finance, Accounting, and IT to solicit and contract for a new fare collection system. This was a Joint Procurement effort with FWTA as the Lead Agency for combined quantities from other agencies for cost savings through price quantity discounts. The system will include replacement of all fare boxes on vehicles, added ticket vending machines and a restructuring of the vault operation for collections and efficiency.
- **Implement Strategic Technology**
 - Procurement worked with Operations, IT and Scheduling to implement Interactive Voice Response (IVR) Technology and a Passenger Information System with existing suppliers to enhance technology benefits for communications.
 - Procurement worked with all departments to contract for an Enterprise Resource Planning System to be implemented to support the organization with current technology.
- **Advance the TEX Rail Project**
 - Procurement supported the solicitation for the TEX Rail Committee and Finance to contract for the construction of TEX Rail and an Equipment Maintenance Facility.
 - Procurement supported the solicitation with Finance to contract for Financial Structuring for TEX Rail.

- Procurement hosted a DBE Vendor Outreach Event that was well-received and well-attended.
- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**
 - Procurement supported Human Resources and Finance through the issuance of an RFP for a Wellness Program and supported contracts for programs in place.
 - The procurement of training materials for staff training was done to support areas of professional development and productivity.

FY 2017 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - Provide a service that has regional value.
 - Collaboration among transit providers in the region to provide coordinated transit.
 - Secure multi-jurisdictional support.
 - Support departments through contracted services for increased route services, technology and equipment.
- **Demonstrate the Value of Public Transportation in a the Community:**
 - Educate the community on the benefits of using FWTA services.
 - Elevate the profile of the FWTA.
 - Support other avenues for transit in partnerships.
 - Continue to maintain strong relationships with communities, their leaders, and key constituents.
 - Implementations of the strategic plan (Master Plan) with guidance, and support.
 - Host a Vendor and DBE Vendor Outreach Event for potential suppliers.
 - Host a Joint Procurement Meeting with DART and DCTA to discuss potential opportunities for Joint Procurements and collaboration with agencies.
 - Provide a quarterly DBE newsletter, highlighting DBE participation in TEX Rail contracts.
- **Provide the Best Possible Customer Experience:**
 - Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.
 - Design service to meet the needs of the community.
 - Improve ease of ride – better customer experience.
 - Benchmark and meet performance goals.
 - Leverage technology to improve service.

- Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - Implement the Enterprise Resource Planning system.
 - Solicit and contract for technology service enhancements to support IT, Operations and All Departments.
 - Establish and benchmark Procurement performance to meet established goals
 - Issue a solicitation to support Marketing for Advertising and Marketing and Web Site development.

- **Continue to Improve Organizational Practices and Develop Staff:**
 - Continue to be an employer of choice.
 - Maintain and nourish a culture of inclusion.
 - Engage and educate healthy lifestyles to all employees through our management team.
 - Continue to provide professional development opportunities.
 - Develop an employee newsletter that is published quarterly.
 - Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - Support current and new initiatives for the organization.
 - Meet DBE and M/WBE goals for supplier contracts.
 - Encourage training and development for Procurement staff and internal departments.

Fort Worth Transportation Authority



TRE

Functions and Responsibilities

To provide passenger rail service between the cities of Fort Worth and Dallas. This includes regular commuter and special events service.

FY2016 Accomplishments

- **Increase system wide ridership**
 - Improved Trinity Railway Express (TRE) schedule at no additional cost
- **Improve Operational Efficiency**
 - Improved TRE schedule also increased efficiency by changing deadhead hours into revenue service.
- **Implement Strategic Technology**
 - Revised Positive Train Control, saving the region \$65 million
 - Completed revenue collection bid, TRE, TEX Rail, DART, FWTA bus fleet and DCTA
- **Advance the TEX Rail Project**
 - Worked with TEX Rail on TRE Right-of-way
 - Assisted in the review of various designs and plans for TEX Rail EMF design, signal system design, safety-related policies
- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**
 - Participated in the company's wellness program
 - The implementation of Positive Train Control for enhanced safety
 - General Code of Operating Rules, Roadway Worker Protection
 - Operation Lifesaver Authorized Volunteer Training
 - Transit Terrorist Tools and Tactics Performance Level

FY 2017 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - Provide a service that has regional value.
 - Collaboration among transit providers in the region to provide coordinated transit.

- Secure multi-jurisdictional support.
 - Continue to expand on the shared safety resources of the region to ensure all regional transit providers operate safely and efficiently

- **Demonstrate the Value of Public Transportation in a the Community:**
 - Educate the community on the benefits of using FWTA services.
 - Elevate the profile of the FWTA.
 - Support other avenues for transit in partnerships.
 - Continue to maintain strong relationships with communities, their leaders, and key constituents.
 - Implementations of the strategic plan (Master Plan) with guidance, and support.
 - Educate the public about rail safety and the opportunities for transit that FWTA provides through Operation Lifesaver classes conducted in various area communities

- **Provide the Best Possible Customer Experience:**
 - Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.
 - Design service to meet the needs of the community.
 - Improve ease of ride – better customer experience.
 - Benchmark and meet performance goals.
 - Leverage technology to improve service.
 - Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - The new TRE schedule should be better for our customers because of expanded service hours and additional trains
 - The implementation of Positive Train Control for enhanced safety
 - Continued reliable train service

- **Continue to Improve Organizational Practices and Develop Staff:**
 - Continue to be an employer of choice.
 - Maintain and nourish a culture of inclusion.
 - Engage and educate healthy lifestyles to all employees through our management team.
 - Continue to provide professional development opportunities.
 - Develop an employee newsletter that is published quarterly.
 - Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - Schedule courses for the Director of Safety to obtain the USDOT-TSI Transit Safety and Security Program Certificate
 - Retain any professional certificates acquired in the past

- Encourage involvement in the company's wellness program, emphasizing the insurance savings



Facilities Management

Functions and Responsibilities

The Facilities Management is part of the Rail and Procurement Department and responsible for the design, construction, maintenance, and rental of FWTA's facilities.

We ensure FWTA's facilities are well maintained to allow other departments to perform their tasks without disruption. We manage the design and construction of TRE Tarrant County bridges, grade crossings, and track. We provide technical assistance to other departments as needed.

FY2016 Accomplishments

- **Increase system wide ridership**
 - Completed a major renovation of restroom facilities at the ITC
 - Installed information monitors at the ITC to update customers on status of TRE and Amtrak trains, and Greyhound buses
 - Added personnel, vehicles and equipment to improve cleanliness at bus stops, bus shelters, transfer centers, park and ride lots, and TRE stations
 - Prepared plans and cost estimates for a future TRE station in Arlington and a bus park and ride lot in southwest Fort Worth

- **Improve Operational Efficiency**
 - Replaced bus and small vehicle shop A/C System
 - Replaced a compressed natural gas engine (CNG) to improve CNG fueling capacity
 - Working with Procurement to obtain a contractor to provide a high pressure gas line to the CNG facility to improve fueling efficiency and reduce operational cost

- **Implement Strategic Technology**
 - Assisted other departments in the selection of a vendor to provide a new Enterprise Resource Planning System

- **Advance the TEX Rail Project**
 - Provided TEX Rail staff and its consultants technical assistant in the design and construction of TEX Rail

- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**

- Encouraged employee participation in FWTA's wellness program

FY 2017 Planned Initiatives (Goals)

➤ Regional Transit Leadership:

- Provide a service that has regional value.
- Collaboration among transit providers in the region to provide coordinated transit.
- Secure multi-jurisdictional support.
 - Advance the design of TRE Trinity River Bridge Rehabilitation and Double Tracking Project
 - Upgrade TRE grade crossings at Calloway Cemetery Road and Tarrant-Main Street
 - Begin planning for the double tracking of TRE in Tarrant County

➤ Demonstrate the Value of Public Transportation in a the Community:

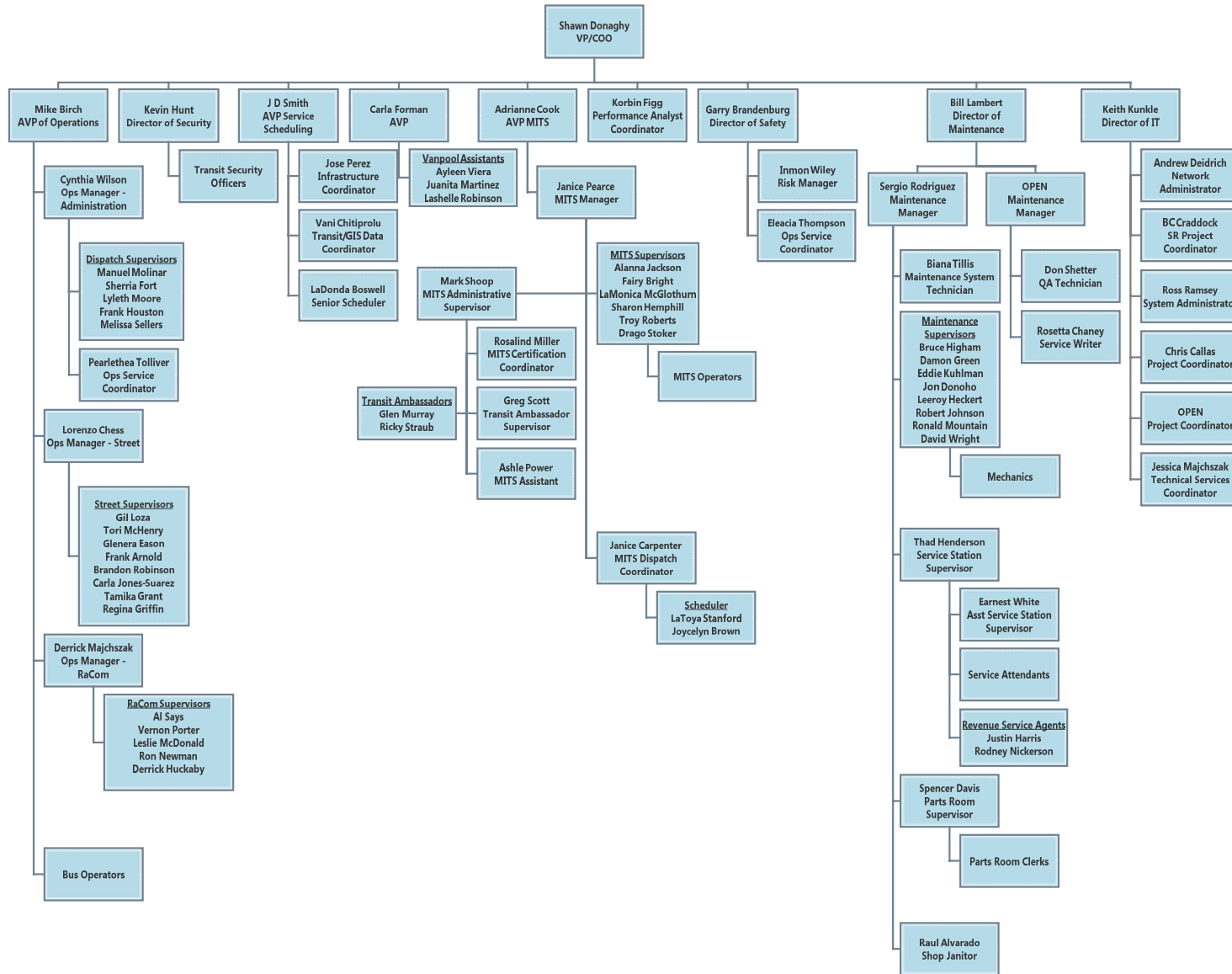
- Educate the community on the benefits of using FWTA services.
- Elevate the profile of the FWTA.
- Support other avenues for transit in partnerships.
- Continue to maintain strong relationships with communities, their leaders, and key constituents.
- Implementations of the strategic plan (Master Plan) with guidance, and support.
 - The Director of Facilities is serving on a city-wide litter control program initiative led by the City of Fort Worth

➤ Provide the Best Possible Customer Experience:

- Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.
- Design service to meet the needs of the community.
- Improve ease of ride – better customer experience.
- Benchmark and meet performance goals.
- Leverage technology to improve service.
- Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - With full staff, new vehicles and equipment, Facilities Management will continue to improve the cleanliness at bus stops, bus shelters, transfer centers, park and ride lots, and TRE stations
 - We are in the process of replacing the existing bus wash with a new and more efficient bus wash which will provide operational savings
 - We are in the process of procuring a contractor to install a high pressure gas line to the CNG facility to improve fueling efficiency and provide operational savings

- **Continue to Improve Organizational Practices and Develop Staff:**
 - Continue to be an employer of choice.
 - Maintain and nourish a culture of inclusion.
 - Engage and educate healthy lifestyles to all employees through our management team.
 - Continue to provide professional development opportunities.
 - Develop an employee newsletter that is published quarterly.
 - Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - A culture of inclusion is maintained in Facilities Management. We communicate regularly in addition to the weekly staff meetings that we hold
 - Staff is encouraged to advance themselves by taking courses or attending conferences or meetings

Operations



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Fixed Route Operations

Functions and Responsibilities

Fixed Route Operations' purpose is to provide safe, customer focused and cost-effective public transportation services that enhance the quality of life for the citizens of Fort Worth and Tarrant County.

FY2016 Accomplishments

- **Increase system wide ridership**
 - While ridership was down across the entire region in FY16, several improvements to reducing lost time, responding quicker to customer issues, and working closer with our strategic partner, should build the foundation for expanded ridership in the future.

- **Improve Operational Efficiency**
 - Completed streamlining of supervision units. Three sub-departments now exist to maximize efficiency in assigning work, answering calls of service and dispatching, and monitoring street operations. This has led to fewer payroll errors, decreased our service lost time, decreased negative customer comments and has allowed supervisors to specialize in a specific field leading to more expert knowledge among the disciplines.
 - Completed creation of mailbox system for coach operators. This allowed better lines of communication to exist between coach operators and management.
 - Realignment of Radio Room. Completed construction of a new dedicated Radio Room. Dedicated Radio Room will allow for better communications to take place and speed up the overall response time when calls of service are received.
 - Realigned customer service response. Added a new position that investigates and contacts all customers who have filed a complaint, resulting in faster resolution, increasing operator accountability, and reducing overall complaints.

- **Implement Strategic Technology**
 - Upgraded Trapeze to version 14 and trained supervisors on Ops modules.
 - Implemented system wide Next Bus allowing customers on all routes to receive real time updates on bus arrival times.

- Continue to work with the City of Fort Worth to change radio system to a closed mic platform. This will allow us to stream-line and prioritize calls from buses.
- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**
 - Implemented quarterly all operator meetings to push news, information and adjust policies allowing for faster production changes throughout the system.
 - Completed ADA Refresher training to 100% of the fixed route operators.
 - Supported Supervisor Development Training insuring that we had 100% participation.

FY 2017 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - Provide a service that has regional value.
 - Collaboration among transit providers in the region to provide coordinated transit.
 - Secure multi-jurisdictional support.
 - Setting up quarterly meetings with DART and DCTA operations teams to look at best practices and increase connectivity.
 - Participating in the quadrant route realignment plan to coordinate better routing options for customers.
- **Demonstrate the Value of Public Transportation in the Community:**
 - Educate the community on the benefits of using FWTA services.
 - Elevate the profile of the FWTA.
 - Support other avenues for transit in partnerships.
 - Continue to maintain strong relationships with communities, their leaders, and key constituents.
 - Implementations of the strategic plan (Master Plan) with guidance, and support.
 - Changing supervisor and operator uniforms to present a more professional and unique look for FWTA.
 - Participating as a partner agency in all Emergency Operations Center meetings with the City of Fort Worth Planning, Police, Fire, Medstar and other public and private organizations.
 - Creating new “Rider Guidelines” to better educate our partners on how our services work.
- **Provide the Best Possible Customer Experience:**
 - Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.

- Design service to meet the needs of the community.
 - Improve ease of ride – better customer experience.
 - Benchmark and meet performance goals.
 - Leverage technology to improve service.
 - Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - Will continue to investigate Intelligent Transit System technology that will allow us to micro-manage the daily operations of the entire fleet.
 - Conflict De-escalation training will occur in FY17 at all operator meetings.
 - New Rider Guidelines will be published as part of a new education plan geared to engage current and attract new riders.
- **Continue to Improve Organizational Practices and Develop Staff:**
- Continue to be an employer of choice.
 - Maintain and nourish a culture of inclusion.
 - Engage and educate healthy lifestyles to all employees through our management team.
 - Continue to provide professional development opportunities.
 - Develop an employee newsletter that is published quarterly.
 - Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - Fixed Route Operations will continue to support the supervisor development and mentoring programs.



MITTS

Functions and Responsibilities

MITTS provides safe, reliable, customer-focused paratransit service to certified FWTA customers using service monitoring and customer feedback to drive performance and operate within established budgetary plans.

FY2016 Accomplishments

- **Increase system wide ridership**
 - Transit Ambassadors provide on-going travel training services to FWTA customers with over 45,354 individuals trained year-to-date.
- **Improve Operational Efficiency**
 - Operations Manager appointed to streamline responsibilities of day to day paratransit operations in street monitoring and dispatching.
 - Completed replacement of aging paratransit fleet; with a significant decrease in miles between roadcalls.
- **Implement Strategic Technology**
 - Planning for implementation of Interactive Voice Response (IVR) for enhancements with trip booking in June 2016.
- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**
 - Thirty-five percent of MITTS team participate in FWTA's Wellness Program
 - Supervisors and managers participate in company-sponsored professional development training monthly.

FY 2017 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - Provide a service that has regional value.
 - Collaboration among transit providers in the region to provide coordinated transit.
 - Secure multi-jurisdictional support.
 - Support MyRide North Texas initiative to provide transportation across regional lines.

- Strategize with the North Texas Council of Governments (NTCOG) to update Access North Texas plans for improving public transportation for older adults, people with disabilities, and other transit-dependent populations.
 - Continue to support Tarrant Rider’s Network in efforts to close transportation gaps for seniors and persons with disabilities who have limited transportation options.
- **Demonstrate the Value of Public Transportation in the Community:**
- Educate the community on the benefits of using FWTA services.
 - Elevate the profile of the FWTA.
 - Support other avenues for transit in partnerships.
 - Continue to maintain strong relationships with communities, their leaders, and key constituents.
 - Implementations of the strategic plan (Master Plan) with guidance, and support.
 - Participate with Regional Paratransit Networking Group that include DART, DCTA, Handitran and other transit agencies to network and share best practices for providing paratransit service.
 - Develop stronger partnerships with community service providers, such as dialysis centers, workshops, and senior centers that foster common interest to meet transportation needs for clients using FWTA paratransit service.
- **Provide the Best Possible Customer Experience:**
- Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.
 - Design service to meet the needs of the community.
 - Improve ease of ride – better customer experience.
 - Benchmark and meet performance goals.
 - Leverage technology to improve service.
 - Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - Decrease customer service complaints by 10% over FY16 through recurrent training of operators, communications with Customer Service, and staff meetings.
 - Utilize on-board time factors, auto-batching, and instant messaging modules within scheduling software to improve service demands.
 - As applicable, increase and/or decrease key performance indicator goals at least 1% over FY16.
- **Continue to Improve Organizational Practices and Develop Staff:**
- Continue to be an employer of choice.

- Maintain and nourish a culture of inclusion.
- Engage and educate healthy lifestyles to all employees through our management team.
- Continue to provide professional development opportunities.
- Develop an employee newsletter that is published quarterly.
- Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - Continue to provide recurrent operator training for all MITS in-house and contractor operators
 - Communicate with operators through quarterly newsletters, bi-annual safety meetings, and monthly status reports
 - Encourage entire MITS team to actively participate in company-sponsored wellness program by sharing the benefits of an improved healthy lifestyle.



Vanpool, NETS, and TCTS

Functions and Responsibilities

Provides carpool, vanpool, public transit, and air quality information to promote the reduction of single occupant vehicle miles in an effort to improve our region's air quality. Promotes grant funded transportation outside FWTA's service area.

FY2016 Accomplishments

- **Increase system wide ridership**
 - Increased NETS and TCTS ridership
 - Implemented discounted 2-hour pass program
- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**
 - Vanpool staff participated in professional development training
 - Staff participated in the FWTA's wellness program

FY 2017 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - Provide a service that has regional value.
 - Collaboration among transit providers in the region to provide coordinated transit.
 - Secure multi-jurisdictional support.
 - Increase participation in the FWTA vanpool program
 - Continue partnering with DART and Arlington for the MAX service
 - Continue working with DART and Arlington on the Arlington service plan
 - Continue partnering with NETS for service provision in seven cities
 - Continue partnering with eleven cities for TCTS service
 - Partner with DCTA to provide express bus service between downtown Fort Worth and University of North Texas/downtown Denton
- **Demonstrate the Value of Public Transportation in the Community:**
 - Educate the community on the benefits of using FWTA services.
 - Elevate the profile of the FWTA.
 - Support other avenues for transit in partnerships.
 - Continue to maintain strong relationships with communities, their leaders, and key constituents.

- Implementations of the strategic plan (Master Plan) with guidance, and support.
 - Vanpool staff will promote the FWTA vanpool program in the region
 - Work with the Alliance employers to develop a TMA for their area
 - Participate in the service planning group for the TMP implementation

- **Provide the Best Possible Customer Experience:**
 - Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.
 - Design service to meet the needs of the community.
 - Improve ease of ride – better customer experience.
 - Benchmark and meet performance goals.
 - Leverage technology to improve service.
 - Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - Participate in the service planning group for the TMP implementation and design routes and service that meet the needs of the community

- **Continue to Improve Organizational Practices and Develop Staff:**
 - Continue to be an employer of choice.
 - Maintain and nourish a culture of inclusion.
 - Engage and educate healthy lifestyles to all employees through our management team.
 - Continue to provide professional development opportunities.
 - Develop an employee newsletter that is published quarterly.
 - Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - Encourage staff to participate in professional development opportunities
 - Encourage staff to participate in the FWTA wellness program



Safety

Functions and Responsibilities

The Safety Department will effectively manage Safety & Claims Management. Doing so will impact the agency through a culture of safe practices equally spreading downward into the entire operation so that our patrons and the public experience an environment of safe transit service to the community in which we serve.

FY2016 Accomplishments

- **Increase system wide ridership**
 - Improved operational safety leads to ridership confidence and increased ridership.
- **Improve Operational Efficiency**
 - Made impactful changes to buses and vans which reduced the exposure to potential risks
- **Implement Strategic Technology**
 - Installed strobe LED brake lighting on new Gilligs
 - Installed LED lighting on the van mirrors
 - Replaced the floor surface on the Glaval ramps with a non-slip surface
- **Advance the TEX Rail Project**
 - Sat on a planning committee for the design and build of the TexRail EMF, making many changes to impact the safety of the associates that will work there and service the new train system
- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**
 - Implemented a Safety Suggestion Program
 - Implemented a Safe Associate of the Month Program
 - Completed a SSPP

FY 2017 Planned Initiatives (Goals)

➤ Regional Transit Leadership:

- Provide a service that has regional value.
- Collaboration among transit providers in the region to provide coordinated transit.
- Secure multi-jurisdictional support.
 - Continually participate in Texas Transit Safety & Security Professionals Association.
 - Formed a working partnership with the Safety & Risk Management Department at DART. Establishing a quarterly meeting with them to share ideas and working issues of similarity. Will work to further develop this relationship.
 - Becoming involved with COMTO

➤ Demonstrate the Value of Public Transportation in a the Community:

- Educate the community on the benefits of using FWTA services.
- Elevate the profile of the FWTA.
- Support other avenues for transit in partnerships.
- Continue to maintain strong relationships with communities, their leaders, and key constituents.
- Implementations of the strategic plan (Master Plan) with guidance, and support.
 - Will serve as a participant and sponsor for the Fort Worth Public Safety Fair
 - Reed and Garry will be trained this year in Operation Lifesaver
 - Working to schedule classes in schools and other avenues within the community to teach the importance of safety around trains and railroad crossings.
 - While conducting these classes we'll also take that opportunity to discuss the benefits of utilizing all of the public transit opportunities we offer to the community.

➤ Provide the Best Possible Customer Experience:

- Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.
- Design service to meet the needs of the community.
- Improve ease of ride – better customer experience.
- Benchmark and meet performance goals.
- Leverage technology to improve service.
- Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - Through all of the elements that the department implements we will have a positive impact on the overall safety of the public as they utilize our system.

➤ Continue to Improve Organizational Practices and Develop Staff:

- Continue to be an employer of choice.

- Maintain and nourish a culture of inclusion.
- Engage and educate healthy lifestyles to all employees through our management team.
- Continue to provide professional development opportunities.
- Develop an employee newsletter that is published quarterly.
- Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - Will continue to assist and work with the Training Department so that they have the knowledge they need to know of any training needs that may be identified by the Safety Department.
 - Will continue to keep the entire organization informed of any safety concerns through e-mail distribution and other postings throughout the agency.



Security Department

Functions and Responsibilities

The Security Department plans, organizes, directs, and coordinates all activities of Transit Security Officers (TSO's) and contracted physical security personnel to protect FWTA employees and assets; development and implementation of a comprehensive security plan that encompasses all FWTA properties and interests; investigate losses through interviews and security audits; maintains video surveillance systems, physical access controls, all related infrastructure for the protection of FWTA properties and interests; investigates security related incidents for all modes of operation; and manages new-hire training in security awareness, workplace violence, and emergency evacuation plans, to include training of security personnel in the use of FWTA's security systems and infrastructure.

FY2016 Accomplishments

- **Increase system wide ridership**
 - Increased TSO presence on all modes of operation. In addition to vehicle patrols of transit centers, FWPD officers perform periodic step-ups on particular bus routes, based on trends identified in received data; increased enforcement of "Criminal Trespass (CTW's)" prohibit offenders from utilizing our service or our facilities.
- **Improve Operational Efficiency**
 - Helped partner with Fort Worth's Joint Emergency Operation Center to ensure that FWTA has a "seat at the table" when preparing for upcoming downtown events impacting transit, as well as discussing and acting in city/county wide crisis situations.
- **Implement Strategic Technology**
 - Drafted new ID Badge and Facility Access Control Policy to provide a safer and more secure working environment for FWTA personnel, to include all site contractors and visitors.
- **Advance the TEX Rail Project**
 - As an established stakeholder in meetings with TEX Rail Consultants Huitt Zollars Parsons, Inc., helped create the Preliminary Hazards Analysis (PHA) and Threat and Vulnerability Assessments (TVA); and design security infrastructure for the EMF and commuter rail stations, to include the Safety and Security Management Plan.
 - Provided input to Chief Rail Engineer on the Memorandum of Understanding between DFW Airport and FWTA.
 - Collaborating with the PTC Program Manager on the design specifications for the video management system to be installed at the EMF and rail stations.

- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**
 - Supported Operations and Human Resources implementation of the “Operations Supervisor Training” program by providing Workplace Violence and System Security and Emergency Plan training.
 - Worked with local law enforcement to provide administrative personnel training on “signs to look for” when internal security issues are imminent, such as “Active Shooter” training and acts of terrorism scenarios.
 - Enhanced our Safety & Risk Coordinator’s administrative professional skills by enrolling her in the HR sponsored Business Writing, Workplace Safety, and 5 Choices training classes.
 - Coordinated with HR to established First Aid/CPR training for contract security personnel.

FY 2017 Planned Initiatives (Goals)

➤ **Regional Transit Leadership:**

- Provide a service that has regional value.
- Collaboration among transit providers in the region to provide coordinated transit.
- Secure multi-jurisdictional support.
 - Together with Security, Risk and Operations establish a working partnership with the Operations, Safety, and Risk Management Departments at DART through quarterly information sharing meetings.
 - Become active member of COMTO.
 - Continue membership in the Texas Transit Safety & Security Professionals Association.

➤ **Demonstrate the Value of Public Transportation in a the Community:**

- Educate the community on the benefits of using FWTA services.
- Elevate the profile of the FWTA.
- Support other avenues for transit in partnerships.
- Continue to maintain strong relationships with communities, their leaders, and key constituents.
- Implementations of the strategic plan (Master Plan) with guidance, and support.
 - Continue working with key stakeholders within the Downtown Security Working Group, and the Police Department’s Neighborhood Police Officer (NPO) staff, to maintain a high level of police visibility and patrol response at all FWTA facilities.

➤ **Provide the Best Possible Customer Experience:**

- Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.
- Design service to meet the needs of the community.
- Improve ease of ride – better customer experience.

- Benchmark and meet performance goals.
- Leverage technology to improve service.
- Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - Continue work with VP of TEX Rail and TRE Operations, and DART's VP of Commuter Rail Operations, to establish a regional fare/security enforcement structure for TRE and TEX Rail, to include DCTA.
 - Create mobile application for reporting suspicious activity at all stops, stations, and transfer centers.

➤ **Continue to Improve Organizational Practices and Develop Staff:**

- Continue to be an employer of choice.
- Maintain and nourish a culture of inclusion.
- Engage and educate healthy lifestyles to all employees through our management team.
- Continue to provide professional development opportunities.
- Develop an employee newsletter that is published quarterly.
- Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - Continue to work with HR Department in training of frontline operations staff on Workplace Violence and System Security and Emergency Plan training, and emergency evacuation plans, to include 'Active Shooter' and other threats.



Risk Management

Functions and Responsibilities

The Risk Management Department reviews and evaluates exposure to risks including accidents of all kinds and recommends measures to eliminate or reduce such risks. Risk Management helps monitor FWTA compliance with all OSHA, EPA, and other hazardous waste regulations and instructs employees on accident and injury prevention. Risk Management investigates accident and injury reports, handles claims, and represent FWTA in court proceedings.

FY2016 Accomplishments

- **Increase system wide ridership**
 - Completed Safety Awareness training for all operators
 - Administered Smith System Training to all new hired operators
 - Administered Smith System web based refresher training to existing operators
- **Improve Operational Efficiency**
 - Investigate, mediate, and litigate claims to minimize FWTA losses
 - Saved FWTA \$715,135 through claims negotiations
- **Implement Strategic Technology**
 - Implemented new claims management system to make claims handling more efficient
- **Advance the TEX Rail Project**
 - Oversee all General and Sub Contractor insurance to verify they provide the proper coverage.
 - Periodically inspect all future TEX Rail stations to ensure they are free of hazards
- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**
 - Implemented Safety Awareness Committee

FY 2017 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - Provide a service that has regional value.
 - Collaboration among transit providers in the region to provide coordinated transit.
 - Secure multi-jurisdictional support
 - Participate in Texas Transit Safety & Security Professional Association

- Member of Risk Management Society
- Be more active in COMTO
- Part of working partnership with Safety and Risk Management Department at DART

➤ **Provide the Best Possible Customer Experience:**

- Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.
- Design service to meet the needs of the community.
- Improve ease of ride – better customer experience.
- Benchmark and meet performance goals.
- Leverage technology to improve service.
- Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - Risk Management goal to ensure a safe environment for all customers riding FWTA vehicles. This will be accomplished through comprehensive safety program. Through this program RM will reduce preventable accidents and passenger injuries.

➤ **Continue to Improve Organizational Practices and Develop Staff:**

- Continue to be an employer of choice.
- Maintain and nourish a culture of inclusion.
- Engage and educate healthy lifestyles to all employees through our management team.
- Continue to provide professional development opportunities.
- Develop an employee newsletter that is published quarterly.
- Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - Will continue to assist and work with training department to help identify necessary training for operators to reduce accidents and incidents.



Information Technology

Functions and Responsibilities

Provide and support Information Technology/Services solutions.

FY2016 Accomplishments

- **Increase system wide ridership**
 - Improve IT support infrastructure
 - Improvement in tools and infrastructure available to enhance all departments' ability to support the overall FWTA mission
 - Continued to convert existing servers to current server operating system software
 - Desktop systems updated to the latest version
 - Upgraded mail server to the latest software version
 - Completed multi-year desktop replacement program.

- **Improve Operational Efficiency**
 - Replace the existing Enterprise Resource Planning System
 - Replacement strategy identified, requirements documented, RFP issued, and contract for replacement awarded
 - Improve IT support infrastructure
 - Improvement in tools and infrastructure available to enhance all departments' ability to support the overall FWTA mission
 - Continued to convert existing servers to current server operating system software
 - Desktop systems updated to the latest version
 - Upgraded mail server to the latest software version
 - Completed multi-year desktop replacement program.

- **Implement Strategic Technology**
 - Trapeze IVR Implementation**
 - System implemented and tested
 - TRE Passenger Information Sign (PIS) Upgrade**
 - Successful installation of new PIS signs at the TRE stations
 - Real-Time Passenger Information for the Bus Fleet**
 - Implementation of NextBus vehicle location, automatic voice annunciation, and automation passenger counters for all buses

- **Advance the TEX Rail Project**

- Improve IT support infrastructure**

- Improvement in tools and infrastructure available to enhance all departments' ability to support the overall FWTA mission
 - Continued to convert existing servers to current server operating system software
 - Desktop systems updated to the latest version
 - Upgraded mail server to the latest software version
 - Completed multi-year desktop replacement program.

FY 2017 Planned Initiatives (Goals)

- **Regional Transit Leadership:**

- Provide a service that has regional value.
 - Collaboration among transit providers in the region to provide coordinated transit.
 - Secure multi-jurisdictional support.

- Improve IT support infrastructure**

- Improvement in tools and infrastructure available to enhance all departments' ability to support the overall FWTA mission.
 - Complete the conversion of existing servers to current server operating system software.
 - Upgrade remaining switches throughout all facilities

- Rapid Recovery Improvement**

- Expand backup, replication system to cover all servers. Expand capacity of virtual standby system to improve disaster recovery/business continuity capabilities.

- VMware System Expansion**

- Finish Expansion of VMware cluster at HRP and installation of new cluster at ITC to accommodate additional servers needed for the ERP system.

- Farebox Replacement**

- Replacement of existing fareboxes to improve reliability and enhance payment options for the public

- **Demonstrate the Value of Public Transportation in the Community:**

- Educate the community on the benefits of using FWTA services.
 - Elevate the profile of the FWTA.
 - Support other avenues for transit in partnerships.
 - Continue to maintain strong relationships with communities, their leaders, and key constituents.
 - Implementations of the strategic plan (Master Plan) with guidance, and support.
 - Work with marketing department on public-facing programs (web site, social media, etc.).
 - Provide technical support for implementation of route changes and expansion during implementation of Master Plan.

- Work with DART and DCTA on farebox replacement to improve reliability and enhance payment options for the public.

➤ **Provide the Best Possible Customer Experience:**

- Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.
- Design service to meet the needs of the community.
- Improve ease of ride – better customer experience.
- Benchmark and meet performance goals.
- Leverage technology to improve service.
- Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.

Farebox Replacement

- Replacement of existing fareboxes to improve reliability and enhance payment options for the public.

APC/AVL Project – Nextbus

- Bus stops are automatically announced as the bus approaches assisting visually impaired and inexperienced riders.
- PIN pads will be mounted on TVM's enabling riders to utilize debit cards.



Service Scheduling

Functions and Responsibilities

Service Scheduling is responsible for fixed route operating schedules, operator runs/rosters, bus stop infrastructure, and mapping data for agency-wide applications.

FY2016 Accomplishments

- **Increase system wide ridership**
 - Made real-time bus location information available to the public via the internet (desktop and mobile access).

- **Improve Operational Efficiency**
 - Provided real-time location information of buses to Customer Service representatives, dispatchers, and street supervisors.
 - Improved efficiency of operator runs/rosters to reduce unnecessary/ineffective trip assignments.
 - Installed automatic passenger counters and automated voice annunciation system on buses.
 - Implemented an interactive voice response system

- **Implement Strategic Technology**
 - Installed automatic passenger counters and automated voice annunciation system on buses.
 - Implemented an interactive voice response system.

FY 2017 Planned Initiatives (Goals)

- **Demonstrate the Value of Public Transportation in the Community:**
 - Educate the community on the benefits of using FWTA services.
 - Elevate the profile of the FWTA.
 - Support other avenues for transit in partnerships.
 - Continue to maintain strong relationships with communities, their leaders, and key constituents.
 - Implementations of the strategic plan (Master Plan) with guidance, and support.
 - In conjunction with Planning and Operations, restructure existing routes to provide more frequent service with longer hours without substantially increasing costs, one quadrant every six months.

➤ **Provide the Best Possible Customer Experience:**

- Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.
- Design service to meet the needs of the community.
- Improve ease of ride – better customer experience.
- Benchmark and meet performance goals.
- Leverage technology to improve service.
- Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - In conjunction with Planning and Operations, restructure existing routes to provide more frequent service with longer hours without substantially increasing costs, one quadrant every six months.
 - Implement software tools to aid analysis of automatic passenger counter (APC) data with a goal of improving route performance.
 - Utilize APC data to consolidate underutilized bus stops.
 - Establish procedures for real-time passenger notification via e-mail, messaging, and mobile/desktop applications of situations impacting bus schedules/routes.

➤ **Continue to Improve Organizational Practices and Develop Staff:**

- Continue to be an employer of choice.
- Maintain and nourish a culture of inclusion.
- Engage and educate healthy lifestyles to all employees through our management team.
- Continue to provide professional development opportunities.
- Develop an employee newsletter that is published quarterly.
- Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - Have each department member attend at least two training events appropriate to their area of expertise.



Maintenance

Functions and Responsibilities

To provide clean, safe reliable vehicles in support of the operational needs of the Fort Worth Transportation Authority. Provide training for maintenance personnel in order to help them grow their technical and managerial skills.

FY2016 Accomplishments

- **Increase system wide ridership**
 - Completed receipt of 16 new transit vehicles in order to significantly improve the reliability of the fleet.
 - Completed order of 23 new transit vehicles to continue fleet reliability improvement
 - Finalized the procurement and delivery of 36 additional vehicles, which completed the replacement of 75 year 2000 vehicles which were beyond their useful life.
 - Replaced the entire Mobility Impaired Transportation Services (MITS) vehicles to provide services to our disabled community.
- **Improve Operational Efficiency**
 - Replacement of vehicles that had exceeded their useful life has drastically reduced our cost of providing vehicles in support of operational needs.
 - Updated all preventive maintenance inspections to ensure that the quality and reliability of the fleet were maintained at the highest level.
- **Implement Strategic Technology**
 - Initiated several predictive maintenance plans that will significantly reduce the number of road calls.
 - Hired an additional quality control specialist to improve the overall quality of maintenance services.
 - Began painting older buses with new paint scheme in order to project the new image of the FWTA.
- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**
 - Utilize safety committee that conducts periodic as well as random evaluations of the maintenance practices to ensure the overall safety and well-being of maintenance employees.

- Supervisors will continue to attend management training in order to improve their overall leadership and management skills.

FY 2017 Planned Initiatives (Goals)

➤ **Provide the Best Possible Customer Experience:**

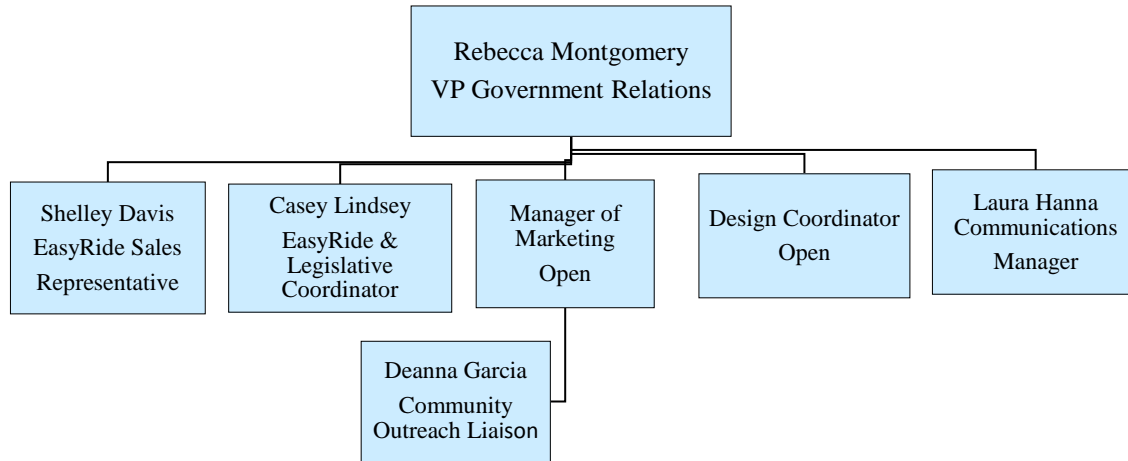
- Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.
- Design service to meet the needs of the community.
- Improve ease of ride – better customer experience.
- Benchmark and meet performance goals.
- Leverage technology to improve service.
- Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - Continue replacement of older vehicles as they reach their useful life.
 - Increase miles between road calls in order to improve customer service.

➤ **Continue to Improve Organizational Practices and Develop Staff:**

- Continue to be an employer of choice.
- Maintain and nourish a culture of inclusion.
- Engage and educate healthy lifestyles to all employees through our management team.
- Continue to provide professional development opportunities.
- Develop an employee newsletter that is published quarterly.
- Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - All maintenance management personnel will attend managerial training in order to help them improve their managerial skills.
 - All technicians will attend familiarization training to ensure they are up to date on all technical improvements that will enhance fleet operations.
 - Safety and maintenance bulletins will be provided on a continuing basis to ensure all personnel are familiar with the latest technologies.
 - Establish a wellness team in maintenance that will provide information and opportunities for maintenance personnel that would encourage our personnel to engage in healthier lifestyles.

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Government Relations



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Governmental Relations

Functions and Responsibilities

Purpose of the Governmental Relations department is to develop relationships with local, state and federal elected officials and community leaders and to research and develop legislative strategies and policies relevant to FWTA's interest in providing regional transportation services. Purpose of EasyRide Commuter Program is to encourage and build ridership through partnerships with Tarrant County businesses.

FY2016 Accomplishments

- **Increase system wide ridership**
 - Exceeded expectation by reaching 70% revenue of 2015 with EasyRide program by April 1, 2016.
 - Increased FWTA visibility and public education with transit apps.
- **Implement Strategic Technology**
 - New EasyRide Commuter Program store on FWTA website.
- **Advance the TEX Rail Project**
 - New updated TEX Rail website.
- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**
 - Participation and encouragement of Blue Zones initiative.

FY 2017 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - Provide a service that has regional value.
 - Collaboration among transit providers in the region to provide coordinated transit.
 - Secure multi-jurisdictional support.
 - Collaboration with DART and DCTA staff regarding upcoming partnership opportunities.
 - Continue to strengthen relationships with other transit authorities outside our region for best practices opportunities.
 - Continue to educate federal delegation on the need for federal funding in relation to the importance of TEX Rail regional connectivity.

- **Demonstrate the Value of Public Transportation in a the Community:**
 - Educate the community on the benefits of using FWTA services.
 - Elevate the profile of the FWTA.
 - Support other avenues for transit in partnerships.
 - Continue to maintain strong relationships with communities, their leaders, and key constituents.
 - Implementations of the strategic plan (Master Plan) with guidance, and support.
 - Elevate profile of FWTA with updates on status of TEX Rail and Transit Master Plan to community constituency (chambers, business groups, transit groups).
 - Support avenues for transit partnerships with Alliance Opportunity Center, Tarrant County College and UT Arlington.
 - Maintain strong relationships with communities, leaders and constituents through regular meetings and staff contacts.
 - Educate the community on the benefits of using FWTA services through outreach and education of EasyRide (company open enrollments, employment fairs).
 - Use opportunities through EasyRide to educate elected officials of the benefits of transit.

- **Provide the Best Possible Customer Experience:**
 - Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.
 - Design service to meet the needs of the community.
 - Improve ease of ride – better customer experience.
 - Benchmark and meet performance goals.
 - Leverage technology to improve service.
 - Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - Transit 101 educational outreach teaching constituents how to actually purchase a pass, read a schedule and access transit apps.
 - Utilize Facebook and Twitter to share personal experiences and successes.

- **Continue to Improve Organizational Practices and Develop Staff:**
 - Continue to be an employer of choice.
 - Maintain and nourish a culture of inclusion.
 - Engage and educate healthy lifestyles to all employees through our management team.
 - Continue to provide professional development opportunities.
 - Develop an employee newsletter that is published quarterly.
 - Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - EasyRide weekly staff meetings.

- Encourage staff to participate in employer events, activities and additional training opportunities.
- EasyRide staff utilizes public transportation.
- Crosstrain EasyRide staff on all aspects of the program



Marketing and Communications

Functions and Responsibilities

The Marketing Department is responsible for promoting the suite of FWTA services (FWTA bus service, TRE, MITS, Molly the Trolley, etc.) to encourage new and continued ridership in the communities it serves.

FY2016 Accomplishments

- **Increase system wide ridership**
 - Promoted FWTA services in ads and community events
 - Piloted a geo-targeted digital approach to advertising
 - Launched the “Transit 101” program to teach people how to ride the bus and train
- **Improve Operational Efficiency**
 - Began a review of website traffic to determine what content was most viewed
- **Implement Strategic Technology**
 - Launched the NEXT Bus app that offers real-time information.
 - Redesigned the FWTA website to make it more modern and mobile-friendly.
- **Advance the TEX Rail Project**
 - Redesigned the TEX Rail website to make it more mobile-friendly and modern looking.
 - Worked with local media to generate expansive coverage of both TEX Rail and the Master Plan.
 - Developed a comprehensive plan for communications throughout construction.
- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**
 - Began working with team to improve the participation in the safety Rodeo.

FY2017 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - Provide a service that has regional value.
 - Collaboration among transit providers in the region to provide coordinated transit.
 - Secure multi-jurisdictional support.

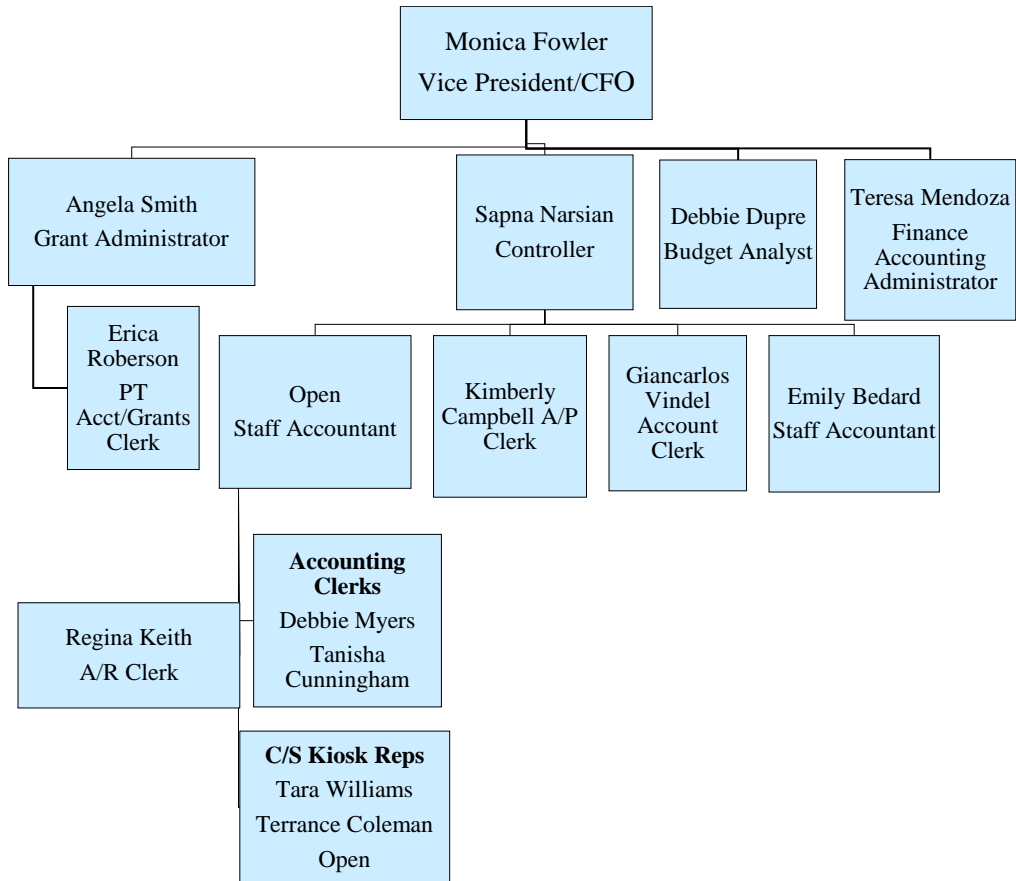
- Work more closely with marketing colleagues at DART and DCTA to ensure better cross-promotion and message alignment.
 - Work with business development and influencer organizations to get their support in helping carry out our messages to their constituents.
- **Demonstrate the Value of Public Transportation in the Community:**
- Educate the community on the benefits of using FWTA services.
 - Elevate the profile of the FWTA.
 - Support other avenues for transit in partnerships.
 - Continue to maintain strong relationships with communities, their leaders, and key constituents.
 - Implementations of the strategic plan (Master Plan) with guidance, and support.
 - Evaluate our roster of community and professional group associations to see where they may be better leveraged, and where the gaps are in current and future markets.
 - Develop an editorial calendar and monthly email newsletter that informs and educates the public.
 - Expand the Transit 101 program to teach people how to ride the bus and train system.
- **Provide the Best Possible Customer Experience:**
- Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.
 - Design service to meet the needs of the community.
 - Improve ease of ride – better customer experience.
 - Benchmark and meet performance goals.
 - Leverage technology to improve service.
 - Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - Develop and implement a strategy for the numerous website properties and related upgrades, to include Google Analytics to see overall web traffic and usage patterns.
 - Improve print ads to make them more engaging and measurable by including tracking and a strong call-to-action (ie Visit our website; Download a brochure; Get the app).
 - Collect feedback on the brand(s) and tools from unserved/underserved riders, who have high expectations for digital tools and services.
 - Widely promote the Next Bus app to current and potential riders.
- **Continue to Improve Organizational Practices and Develop Staff:**
- Continue to be an employer of choice.
 - Maintain and nourish a culture of inclusion.
 - Engage and educate healthy lifestyles to all employees through our management team.

- Continue to provide professional development opportunities.
- Develop an employee newsletter that is published quarterly.
- Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - Participate on the Blue Zones marketing advisory committee.

➤ **Provide the Best Possible Customer Experience:**

- Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.
- Design service to meet the needs of the community.
- Improve ease of ride – better customer experience.
- Benchmark and meet performance goals.
- Leverage technology to improve service.
- Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - One monthly quality ride and report per CS associate per month.

Finance



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Finance

Functions and Responsibilities

The Finance department monitors The FWTA's financial performance, recommends effective allocation of resources, ensures accurate and timely accounting and reporting, processes timely payment of goods and services procured, develops and monitors annual operating and capital budgets, administers federal grant programs, safeguards assets, and facilitates strategic financial planning.

FY2016 Accomplishments

- **Increase system wide ridership**
 - Received the Distinguished Budget Presentation Award – FY15 from the Government Finance Officers Association (GFOA).
 - Applied for (LONO) Low Emission or No Emission Grant.
 - Completed 2017/2020 TIP Development Initiative with/Regional MPO.
 - Secured fuel prices for fiscal period at favorable rates.

- **Improve Operational Efficiency**
 - Performed internal audits of processes to ensure efficiency and accuracy of reporting.

- **Implement Strategic Technology**
 - Set-up new projects timely, for the various departments.

- **Advance the TEX Rail Project**
 - RFP to secure interim financing issued – August 2016.

- **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity**
 - Added new employees to the wellness program and encouraged all employees continued participation.
 - Encouraged administrative employees to participate in professional development training courses offered

FY 2017 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - Provide a service that has regional value.
 - Collaboration among transit providers in the region to provide coordinated transit.
 - Secure multi-jurisdictional support.

- Provide support with reporting on regional transportation initiatives
 - Collaborate on budgets for regional infrastructure improvement needs
- **Demonstrate the Value of Public Transportation in a the Community:**
- Educate the community on the benefits of using FWTA services.
 - Elevate the profile of the FWTA.
 - Support other avenues for transit in partnerships.
 - Continue to maintain strong relationships with communities, their leaders, and key constituents.
 - Implementations of the strategic plan (Master Plan) with guidance, and support.
 - Partner with community services to assist with grant management
- **Provide the Best Possible Customer Experience:**
- Develop service that is perceived as safe, clean, reliable, and competitive with an automobile.
 - Design service to meet the needs of the community.
 - Improve ease of ride – better customer experience.
 - Benchmark and meet performance goals.
 - Leverage technology to improve service.
 - Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others.
 - Use customer feedback to share internally and improve areas of concern; signage, scheduling; service schedules
 - Provide point of sale locations for ease of customer.
- **Continue to Improve Organizational Practices and Develop Staff:**
- Continue to be an employer of choice.
 - Maintain and nourish a culture of inclusion.
 - Engage and educate healthy lifestyles to all employees through our management team.
 - Continue to provide professional development opportunities.
 - Develop an employee newsletter that is published quarterly.
 - Provide safe driver training for administrative employees who operate company vehicles or have the opportunity to claim mileage.
 - Encourage employees to attend training/development offered internally and/or externally



FORT WORTH TRANSPORTATION AUTHORITY (THE T) Fiscal Year 2017

Budget Introduction

The adopted fiscal 2017 operating budget meets key financial standards established by The Fort Worth Transportation Authority (FWTA) Board of Directors to ensure a sound financial future. Operating expenses included in the fiscal 2017 budget total \$71.0 million. The FWTA's operating revenue is expected to increase from fiscal 2016 actual levels due primarily to a 4.6% projected increase in sales tax revenue.

Budget

The FWTA's budget continues to recognize the importance of efficient service that meets the needs of our customers and community, while maintaining a balanced budget. The FWTA defines balanced budget as expenses/expenditures equaling revenues and budgeted surplus. Some of the principal issues facing the FWTA include rising costs and greater service demands. The fiscal 2017 budget illustrates the FWTA's continuing work toward financial stability, while striving to achieve our strategic objectives. One of the primary objectives of the fiscal 2017 budget is managing the cash flows during the construction of a commuter rail line. Managing changes in operating expenses to critical services will help accomplish this goal. The following is a description of the FWTA's accounting and budget process and system of controls.

Internal Control Structure

The FWTA management is responsible for establishing and maintaining an effective internal control structure designed to ensure that the Fort Worth Transportation Authority's assets are protected from loss, theft, or misuse. Management is also responsible for ensuring that accurate accounting data is compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles (GAAP).

FWTA's accounting system places emphasis on the adequacy of internal controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding the protection of assets against loss from unauthorized use and/or disposition, and the reliability of financial records used to prepare financial statements. The concept of "reasonable assurance" recognizes that the cost of the control should not exceed the benefits likely to be derived. The evaluation of costs and benefits requires estimates and judgments by management.

All internal control evaluations occur within the above framework. Management believes FWTA internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions. Management also believes the data accurately and fairly presents FWTA's financial position, results of operations, and cash flows. Lastly, they believe that all disclosures necessary to enable the reader to gain the maximum understanding of FWTA's financial affairs have been included herein.

Description of Fund and Fund Type

The activities of FWTA are similar to those of proprietary funds of local jurisdictions; therefore, are reported in an enterprise fund. The activities are accounted for, in a single fund, on a flow of economic resources measurement focus. With this measurement focus, all assets and liabilities associated with operations are included in a single fund type. Furthermore, FWTA does not meet the requirements to be included as a component unit in other governmental entities.

The following is a list of all units under The T's enterprise fund:

Administration Departments

Operations Administration	MITS Administration
Bus Street Operations	MITS Street Operations
Bus Radio Control	MITS Radio Control
Maintenance Administration	Executive Administration
Parts Room	Government Relations
Facilities Maintenance	TRE
Marketing	TEX Rail
Planning & Scheduling	Finance
Service Scheduling	Project Management
Customer Relations	Human Resources
Procurement & Contract	Risk & Claims
Information Systems	
Safety	
Accounting	
Security	

Operating Departments:

MITS Vehicle Operations
MITS Vehicle Maintenance
Fixed Route Vehicle Operations
Running Repair
Rebuild Engine
Body Shop
Electronics Shop
Service Rack

Grant Funded Departments

Vanpool
Jobs Access Vanpool
Northeast Tarrant Transportation
Tarrant County Transit Services

Basis of Budgeting

The FWTA maintains control over operating expenses by adopting an annual operating budget. Budgets are prepared on the accrual basis consistent with GAAP.

Basis of Accounting

The FWTA accounting transactions and financial records are accounted for using the accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized in the accounting period in which they are earned and expenses are recorded at the time liabilities are incurred.

Financial Policies & Standards

The Board of Directors, to ensure a sound financial future, adopted the FWTA's Financial Policies and Standards June 6, 2002. The proposed fiscal 2017 budget meets these standards:

- Accounting records shall be maintained in accordance with Generally Accepted Accounting Principles (GAAP) and Government Accounting Standards Board (GASB) standards.

- The FWTA funds shall be invested in accordance with its Investment Policy and with applicable state laws.
- An independent accounting firm shall examine at least annually FWTA's financial statements and as required by law.
- The FWTA shall maintain appropriate insurance coverage to mitigate the risk of material loss; a cash reserve of \$1 million shall be established to ensure that self-insured retentions can be met.
- The FWTA shall maintain a cash reserve to cover three month's budgeted operating expenses net of operating revenues.
- The Board of Directors shall receive a "Proposed Budget" for the next fiscal year no later than July of each year. Once accepted by the Board, the Proposed Budget will be mailed to member cities and will be given at least 30 days to review it. The Board shall adopt the final budget, as well as the assumptions and methodologies used therein, no later than September 30 of each year, which is FWTA's fiscal year-end.
- The proposed Operating Expenses in each year's budget shall not exceed the reasonably predictable "Revenues Available for Operations" which shall include Operating Revenues (fares collected, pass sales, etc.), Sales Tax Revenue, Investment Income, Rental Income and Federal Formula Grants.

Budgetary Controls

Proposed operating and capital budgets for the upcoming fiscal year are developed from April through June. FWTA management submits annual proposed operating and capital budgets to its Board of Directors in August. Following discussion of the proposed budget, the Board of Directors adopts a preliminary budget, which is then forwarded to the governing bodies of the participating member cities. After a minimum of 30 days allowed for review by member cities, the Board of Directors adopts the operating and capital budgets in a public meeting held on October 3, the start of FWTA's fiscal year (see the detailed budget calendar below).

The President & CEO is authorized to transfer budgeted amounts between departments; however, the Board of Directors must approve any revisions that alter the total expenses. Therefore, total expenses may not exceed total appropriations. Formal budgetary integration is employed as a management control device during the year.

Management's control of the adopted budget is maintained at the department level. It is the responsibility of each department head to manage the department's operations so as to ensure that the use of funds is consistent with the goals and programs authorized by the Board of Directors. In addition, the Budget Analyst, and Vice President & Chief Financial Officer review overall expenses for the organization as a whole to ensure that budgetary parameters are not exceeded.

The FWTA also maintains an integrated accounting system for budgetary control, with monthly budget to actual reports distributed to department heads. Generally, the sum of cash disbursements and outstanding accruals are not permitted to exceed the approved allocation for a given department or capital project.

Guide for the Development of the Operating Budget

The following table is a timeline of the development of the fiscal 2017 Operating and Capital Budget:

FY17 Budget Calendar

March 22	FY17 Business Plan & Budget Kick-off The focus of this meeting is to introduce the new business plan templates and focus on the Budget Instruction Manual and timeline. The FY17 Tracking Sheets and templates will be emailed by April 21.
April 4	Departments Complete Business Plans All departments will submit their business plans by April 4
April 21	Operating Budget Worksheets Sent to Departments All departments will receive their Budget Tracking Sheets with budget to actual reports including detail by April 21.
May 3	Returned Budgets All departments must submit their tracking sheets to the Budget Analyst by May 3.
May 6	Submitted Capital Departments submit requests for Capital Budget proposals both new and any project started in FY16 that will be carried over to FY17.
May 13 – June 3	FY17 Department Meetings
July 22	Meet with Senior Staff / Budget
August 8	Due to Detra
August 15	Finance Committee / Budget Workshop
August 22	Preliminary Board Approval
August 23	Mail to Cities
October 3	Adopted Budget
October 8	The adopted budget will be sent to the cities of Fort Worth, Blue Mound, Richland Hills and Grapevine.

There are several short-term operational and financial policies of FWTA that guided the development of the fiscal 2017 operating budget. These include:

- Key goals of the organization will be implemented. This includes improving current service by providing longer hours of operation, providing service to currently underserved areas, simplifying the design of the service so that customers find it easier to understand and use, and the construction of TEX Rail.
- A one million dollar self-insurance reserve continues to be maintained.
- Transit fares, valid for region-wide travel, will match fares charged by DART and DCTA in order to promote a seamless fare structure between the three authorities.

Fiscal 2017 Budget Challenges

Some of the major issues that impacted the formulation of the FY17 Budget are:

- Salaries and benefits will increase \$2.8 million or 7.8% for fiscal 2017. The largest contributor to this increase is wage increases for bargaining unit and staff, which averaged 4.5% and added or filled positions;
- Service type expenses that include purchased transportation, which is the cost of contractor provided trips, will increase \$0.4 million or 6.2% because of the increase in projected trips, fuel rate and contract increases; and
- Uncertainty surrounding federal funding.

Operating Expenses

Salaries and fringe benefits are FWTA's largest expense category. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. A new five-year contract was effective October 1, 2016. The agreement calls for a wage increases ranging from two to two and a half percent in fiscal 2020.

Services primarily consist of purchased transportation, which includes payments to third-party contractors. Third-party contractors operate the TRE service and certain grant funded programs. Additionally, FWTA's paratransit service called Mobility Impaired Transportation Service (MITS) contracts approximately 60% of its trips. This allows the FWTA to keep the cost per trip less than that provided by MITS employees alone. Contracting MITS service represents an effective way to control the high cost of providing transportation to persons with disabilities.

The largest portion of the other expense categories is fuel and lubricants, which increased 1.8% in the fiscal 2017 budget from the fiscal 2016 actual amount. This increase is primarily due to increase in trips combined with an anticipated increase in fuel rates.

Capital Expenditures

Capital expenditures are used to acquire or upgrade physical assets such as property, buildings or equipment. This type of outlay is made to maintain or increase the scope of operations or replace aged equipment.

In accounting terms, a purchase is considered to be a capital expenditure when the asset acquired is a newly purchased capital asset or an investment that improves the useful life of an existing capital asset. If a purchase is a capital expenditure, it is capitalized; this requires the company spread the cost of the expenditure over the useful life of the asset. If, however, the purchase is one that maintains the asset at its current condition, the cost is recorded as an expense in the year it is incurred.

The FWTA's capital budget for Fiscal 2017 is \$1.1 billion. It includes several large multi-year projects. The projected capital expenditures for fiscal 2017 are \$583 million and FWTA's share, from local funds, is expected to be \$200 million. The remainder will come from partner contributions and federal grants.

There are several large non-routine capital expenditures for fiscal 2017:

- The ***TEX Rail*** is the largest capital project in the history of the FWTA. The current project budget is over \$1.034 billion, in year of expenditure dollars. The project will be financed by a combination of Federal and local funding sources. Currently this project is scheduled to be completed in 2018;
- ***Positive Train Control***, which is technology designed to stop or slow a train before an accident occurs. This project is an unfunded mandate imposed by Congress on all commuter rail operators. We are anticipating PTC expenditures of \$13 million in fiscal 2017; and
- ***Vehicle Purchase***, which is \$17 million in fiscal 2017.

These large non-routine capital expenditures are part of our annual long range planning process and our 25 year financial plan.

Procedure for Amending the Operating and Capital Budget

As stated above, the President & CEO is authorized to transfer budgeted amounts between departments; however, the Fort Worth Transportation Authority Board of Directors must approve any revisions that alter the total expenses/expenditures of FWTA. To initiate a supplemental budget appropriation, a Department Head prepares and presents a formal policy document titled "Board Action" to the Board of Directors. This document provides an explanation of the purpose and the amount of the supplemental appropriation. Once the Board of Directors has approved the appropriation, the adopted budget is increased to add the additional funds.

Operating Budget Summary

The Operating Budget Summary is a comprehensive overview of revenues, operating expenses, and capital project grant reimbursement revenues. It presents actual financial results for fiscal 2015, budget and forecast information for fiscal 2016 and budget for fiscal 2017. The “% diff” column represents the percent difference between the fiscal 2017 budget and the fiscal 2016 forecast results.

Operating Budget Summary

(Amounts in Thousands)

	FY 2015	FY 2016			FY 2017	
	Actual	Budget	Forecasted	% Diff	Budget	% Diff * Inc (Dec)
Operating Revenues						
Fixed Route	\$ 3,922	\$ 3,997	\$ 4,409	0.0%	\$ 4,429	0.5%
Para-transit	1,154	1,140	1,119	-1.8%	1,164	4.0%
TRE	2,283	2,226	2,193	-1.5%	2,216	1.0%
E-Pass	271	310	310	0.0%	310	0.0%
Other Operating	365	360	360	0.0%	360	0.0%
Total Operating Revenue	7,995	8,033	8,391	4.5%	8,479	1.0%
Other Revenues						
Sales Tax	63,791	67,857	67,857	0.0%	70,979	4.6%
Investment	782	400	662	65.5%	325	-50.9%
Advertising	307	340	400	17.6%	400	0.0%
Operating Grants	12,817	13,154	12,841	-2.4%	13,111	2.1%
Capital Grant Reimbursement	37,866	168,105	58,661	-65.1%	383,094	553.1%
Contributions from Grapevine	9,188	9,770	9,569	0.0%	9,990	4.4%
Contributions from Partners	1,386	980	1,100	N/A	1,250	13.6%
Miscellaneous	5,780	400	1,500	275.0%	1,500	0.0%
Rental Income	792	610	750	23.0%	775	3.3%
Total Other Revenue	132,709	261,616	153,340	-41.4%	481,424	214.0%
Total Revenue	140,704	269,649	161,731	-40.0%	489,903	202.9%
Operating Expenses						
Salary and Benefits	34,123	36,539	36,020	-1.4%	38,817	7.8%
Services	19,931	22,719	23,513	3.5%	23,959	1.9%
Fuels and Lubricants	2,335	2,457	2,268	-7.7%	2,310	1.9%
Tires and Tubes	421	415	416	0.2%	426	2.4%
Maintenance Materials	3,108	2,823	2,597	-8.0%	2,262	-12.9%
Supplies and Materials	314	447	488	9.2%	697	42.8%
Utilities	779	890	924	3.8%	883	-4.4%
Insurance	395	402	417	3.7%	428	2.6%
Taxes and Fees	72	118	118	0.0%	23	-80.5%
Miscellaneous	584	1,050	1,085	3.3%	1,227	13.1%
Total Operating Expenses	62,062	67,860	67,846	0.0%	71,032	4.7%
Street Improvement Fees	146	169	204	20.7%	0	-100.0%
Other non-operating expense	669	1,133	1,376	21.4%	1,905	38.4%
Net Available for Capital Expenditures and Reserves	\$ 77,827	\$ 200,487	\$ 92,305	\$ 0	\$416,966	351.7%

* Note: This is the difference between the fiscal 2017 budget and the forecasted fiscal 2016 results.

The FWTA's budgetary control includes departmental budget and monthly reviews of budget to actual reports by department heads. The following table is the fiscal 2017 budget with comparisons to fiscal 2016 budget and forecast and fiscal 2015 actual results.

Department Name	Fiscal Years			
	Budget		Forecast	Actual
	2017	2016	2016	2015
Operations Administration	\$912,131	\$1,793,989	\$1,989,927	\$2,069,244
Street Operations	\$727,541	\$0	\$0	\$0
Radio Control	\$434,615	\$0	\$0	\$0
Revenue Vehicle Operations	\$15,329,980	\$15,518,122	\$15,298,625	\$14,741,626
Maintenance Administration	\$840,388	\$920,929	\$912,576	\$745,887
Parts Department	\$365,889	\$0	\$0	\$0
Running Repair	\$5,829,778	\$8,767,663	\$8,736,777	\$8,821,854
Rebuild Eng/Transmission	\$290,713	\$0	\$0	\$0
Boby Shop	\$900,761	\$0	\$0	\$0
Electronics Shop	\$999,472	\$0	\$0	\$0
Service Rack	\$1,613,382	\$0	\$0	\$0
Facilities Maintenance	\$3,767,694	\$3,526,718	\$3,435,206	\$3,068,139
Marketing	\$1,634,021	\$1,672,006	\$1,661,557	\$1,389,601
Planning & Scheduling	\$415,247	\$560,042	\$567,328	\$624,041
Customer Service	\$995,122	\$1,020,956	\$1,052,803	\$906,984
Human Resources	\$2,070,811	\$2,005,492	\$2,232,910	\$1,421,243
Security	\$1,281,886	\$0	\$0	\$0
Risk Management	\$778,584	\$1,951,419	\$1,927,602	\$1,836,521
Safety	\$169,147	\$0	\$0	\$0
Accounting	\$1,124,258	\$1,186,743	\$1,195,514	\$1,080,275
Purchasing	\$779,466	\$684,746	\$662,731	\$463,005
Information Systems	\$1,824,315	\$1,739,557	\$1,928,722	\$1,432,356
Service Scheduling	\$889,876	\$0	\$0	\$0
MITS Administration	\$873,192	\$1,386,569	\$1,240,061	\$1,435,084
MITS Street Operations	\$160,843	\$0	\$0	\$0
MITS Radio Control	\$233,375	\$0	\$0	\$0
MITS Vehicle Operations	\$6,796,597	\$7,267,377	\$7,014,453	\$6,700,779
MITS Maintenance	\$1,812,579	\$972,609	\$997,605	\$956,918
Administration	\$2,293,033	\$2,578,923	\$2,524,619	\$2,350,704
	<u>\$56,144,695</u>	<u>\$53,553,860</u>	<u>\$53,379,018</u>	<u>\$50,044,261</u>

Department Name	Fiscal Years			
	Budget		Forecast	Actual
	2017	2016	2016	2015
<i>Page 1 Subtotal:</i>	\$56,144,695	\$53,553,860	\$53,379,018	\$50,044,261
DBE	\$0	\$0	\$0	\$0
Governmental Relations	\$473,094	\$0	\$0	\$0
TRE	\$11,154,995	\$11,120,420	\$11,433,167	\$9,106,638
TEX Rail	\$117,899	\$158,264	\$114,719	\$30,958
Chief Financial Officer	\$696,621	\$656,889	\$602,997	\$609,661
Project Management	\$341,531	\$392,849	\$393,454	\$274,620
	<u>\$12,784,140</u>	<u>\$12,328,422</u>	<u>\$12,544,337</u>	<u>\$10,021,878</u>
<u>GRANT FUNDED</u>				
Vanpool	797,866	\$913,511	\$649,341	\$710,852
RTDM	-	\$0	\$0	\$0
JARC	\$54,504	\$85,932	\$29,106	\$54,594
TCTS	\$210,000	\$230,004	\$206,618	\$280,189
NETS	\$1,040,000	\$750,000	\$1,037,320	\$950,362
	<u>\$2,102,370</u>	<u>\$1,979,447</u>	<u>\$1,922,385</u>	<u>\$1,995,997</u>
	<u>\$71,031,205</u>	<u>\$67,861,729</u>	<u>\$67,845,740</u>	<u>\$62,062,135</u>

Service Revenues

FWTA receives service revenues from various sources. The significant service revenue sources are as follows:

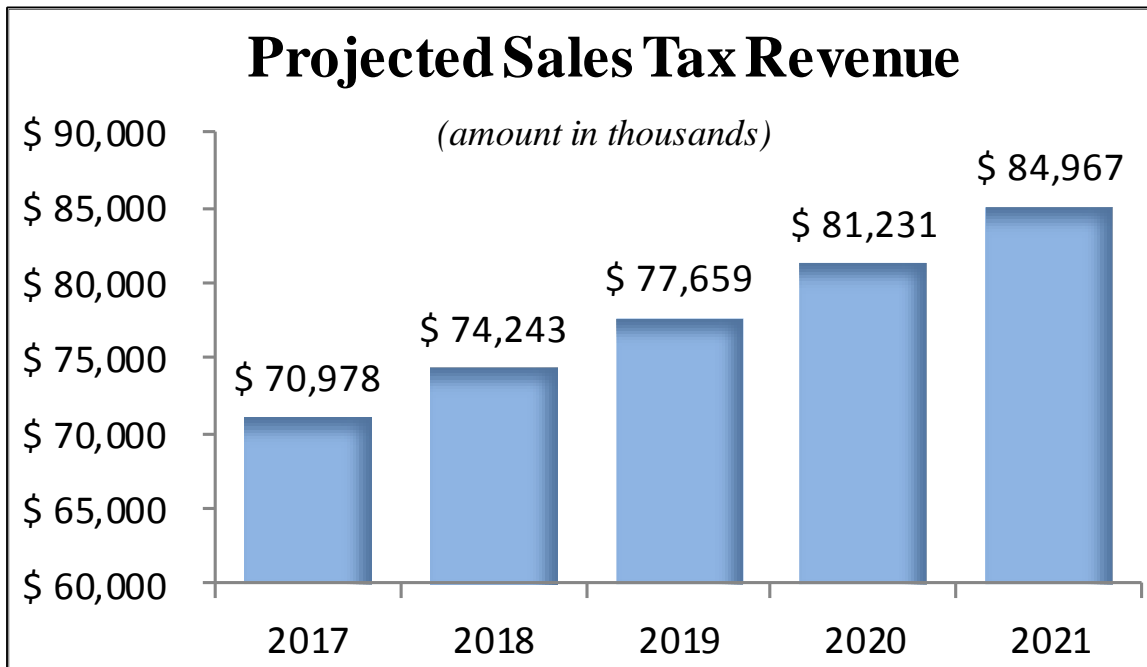
- Fixed route revenue includes all farebox fees collected from passengers on fixed operating routes and passes sold on the buses and at various outlets;
- Paratransit revenue represents fares paid by Mobility Impaired Transportation Services (MITS) passengers and other agencies;
- TRE revenue represents fares collected from passengers on the TRE commuter rail and passes sold at various outlets, ticket vending machines and mobile GoPass purchases; and
- Easy Ride revenues are monies collected from businesses that join the program to offer transit passes to their employees at a discounted rate.

Other Operating Revenues

Sales tax and operating grant revenues are FWTA's main sources of revenue and represent approximately 73.3% and 13.5%, respectively, of the FWTA's total operating revenue budget. Operating revenue is total revenue less capital grant reimbursement revenue and contributions from Grapevine. The fiscal 2017 budget also includes operating revenue from advertising, rental fees, investment earnings and miscellaneous sources. The fiscal 2017 sales tax was budgeted to increase 4.6% from the fiscal 2016 forecasted amount. FWTA management considered the local sales tax

historical trends, the local economy and the local unemployment rate when determining the sales tax budget.

This following chart represents the projected sales tax through fiscal year 2021:

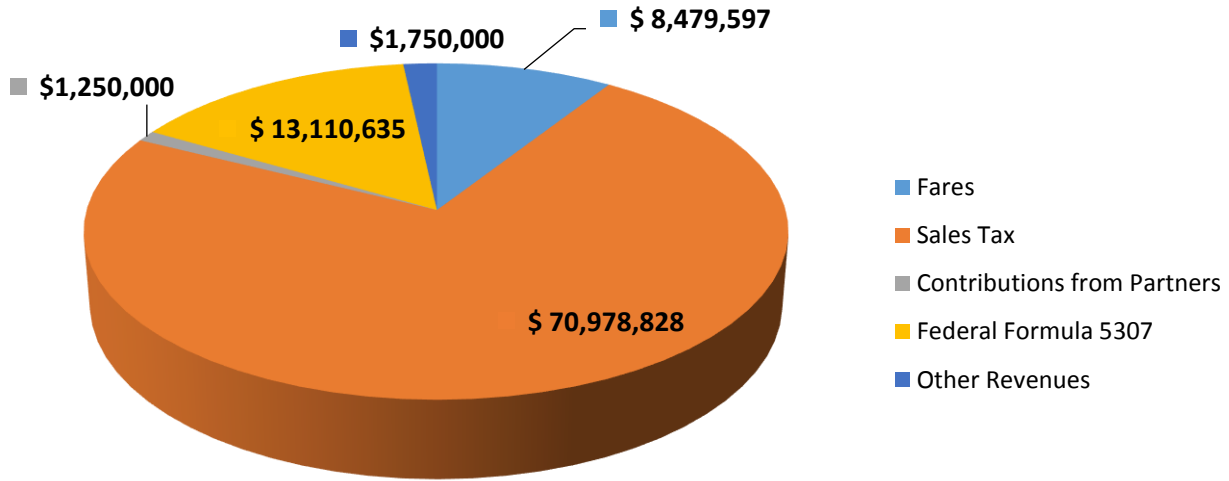


Fiscal 2017 capital grant reimbursement revenues are budgeted to increase approximately \$324.4 million from 2016 actuals based on a higher level of grant reimbursable capital expenditures.

The Federal Transit Administration (FTA) formula grant (5307) represents a significant source of grant revenue that FWTA receives each year. Traffic and population density in the Fort Worth-Dallas Metroplex are used in the calculation that determines how much federal grant assistance is distributed to the transit authorities in this region. The North Central Texas Council of Governments (NCTCOG) then determines the split of the funds between Dallas Area Rapid Transit in Dallas, FWTA in Fort Worth and the Denton County Transit Authority. FWTA has some control over the manner in which these formula grant dollars are spent. Management anticipates approximately \$12.0 million will be used for preventive maintenance costs and paratransit operations in fiscal 2016.

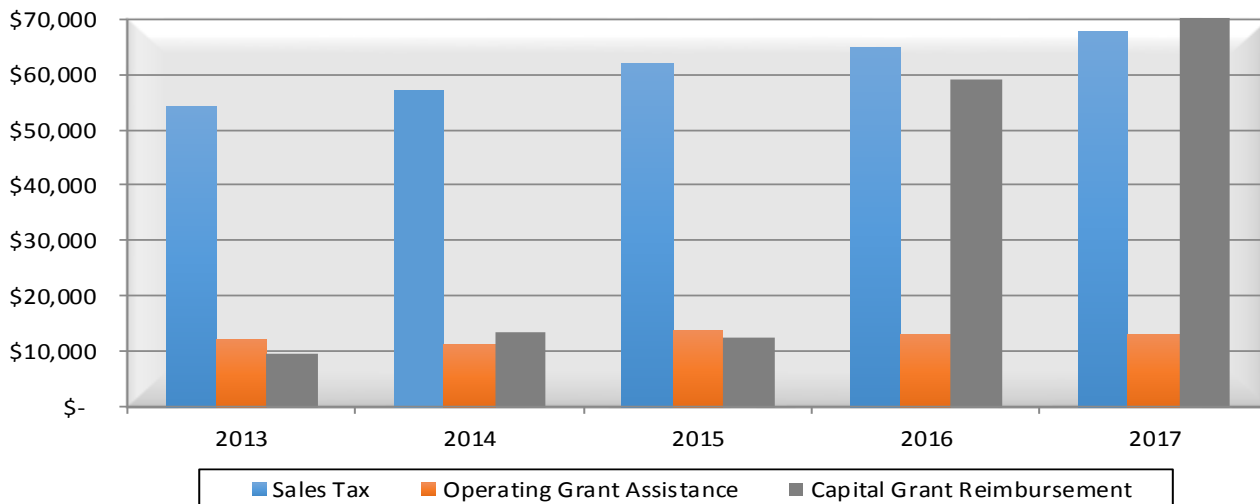
The following chart provides a visual breakdown of the operating revenue budget for fiscal 2017.

FY2017 Budgeted Operating Revenue



The following chart and table presents FWTA’s major revenue sources over the last five years.

Major Revenue Sources



Revenue Type	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016	Fiscal 2017
Sales Tax Revenue	\$ 57,217	\$ 61,873	\$ 64,762	\$ 67,857	\$ 70,978
Operating Grant Assistance	11,330	13,024	13,175	13,154	13,111
Capital Grant Reimbursement	13,497	11,918	58,999	25,437	383,094
Total	\$ 82,044	\$ 86,815	\$ 136,936	\$ 106,448	\$ 467,183

Debt Administration

As of September 30, 2011, FWTA had the ability to incur certain types of debt with the approval of the voters within its service area and it had the ability to issue other types of debt without voter approval. There has been no vote to approve any debt; however, during fiscal 2010, FWTA entered into a capital lease arrangement with All American Investment and Bank of America to finance the cost of energy efficient lighting and air conditioning systems. FWTA was required to make quarterly payments, which began in March 2011 and were scheduled to continue until December 31, 2020. The debt was secured by the related assets purchased. In 2012 FWTA refinanced the lease with All American Investment allowing us to decrease the interest rate from 4.24% to 2.55%. In May 2016, the outstanding balance of this debt was paid in full.

With the current financial structure of the TEX Rail project, long term debt financing is not necessary. Assuming that New Starts FFGA payments will begin in FY2017, there is a cash flow deficit for project CAPEX from FY2017 through FY2019. This cash flow deficit will be met by short-term borrowing with rapid repayment. With the current project schedule, the maximum projected amount of the short

term debt is reached in quarter 2 of 2017 in an amount of \$325.0 million. Repayments on the loan commence in fiscal 2020 with full liquidation of the debt in fiscal 2022. The projected net proceeds of the short-term borrowing are \$325.0 million. The total payments on the short-term borrowing are estimated at \$351.9 million, which includes interest of \$23.3 million. For the baseline financial structure, interest on the short-term debt has been assumed at 5% (APR) of the outstanding amount borrowed accrued and capitalized quarterly. In addition, there is an estimated \$3.7 million in costs related to the issuance of the debt. Currently, FWTA has never issued any debt, except a \$2.5 million 10 year capital lease that financed new energy efficient air-conditioning and lighting systems. This short-term debt will be secured by lawfully available funds of FWTA.

Cash Management and Investments

The FWTA administers a comprehensive cash management program, which includes the effective collection of accounts receivable, the prompt deposit of receipts to FWTA's bank accounts, the timely payment of obligations, and the prudent investment of available cash in accord with a written investment policy. The policy establishes the following objectives, listed in priority order:

- A. Understanding of the suitability of the investment to the financial requirements of FWTA.
- B. Safety. Preservation and safety of the invested principal.
- C. Liquidity. FWTA's investment portfolio will remain sufficiently liquid to meet all operating requirements and pay obligations at the time due.
- D. Marketability of the investment if the need arises to liquidate the investment before maturity.
- E. Diversification of the investment portfolio.
- F. Yield. The FWTA's investment portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles commensurate with the FWTA's investment risk constraints and the cash flow characteristics of the portfolio.

As provided in State law (Chapter 452 of the Texas Transportation Code and the Texas Public Funds Investment Act), FWTA's investment policy also provides that funds may be invested only in the following:

- A. Obligations of, or guaranteed by, governmental entities, including obligations of the United States or its agencies and instrumentalities;
- B. Certificate of Deposit;
- C. Fully collateralized repurchase agreements;
- D. Bankers' acceptances rated not less than A-1 or P-1;
- E. Commercial paper rated not less than A-1 or P-1;

F. Mutual funds meeting certain specified conditions; or

G. Investment pools if authorized by resolution approved by the Board of Directors.

The FWTA’s investment policy also stipulates the types of financial institutions with which FWTA may make investments and establishes specific collateral and safekeeping requirements.

Five-Year Financial Forecast

The Five-Year Financial Forecast (the “Forecast”) is used as a planning tool for management and the Board of Directors. The Forecast is a comprehensive overview of all planned cash flow of FWTA. It includes revenues, operating expenses, capital project revenues and expenditures, and other payments and receipts. This Forecast includes the financial impact of future rail expansion.

(amounts in thousands)	Forecasted FY2016	Adopted Budget FY2017	Projected			
			FY2018	FY2019	FY2020	FY2021
Total Operating Revenues	\$ 93,501	\$ 96,819	\$ 101,703	\$ 105,114	\$ 115,657	\$ 120,249
Total Operating Expenses	67,846	71,031	73,535	94,146	98,139	102,331
Net Operating Surplus	25,655	25,788	28,168	10,968	17,518	17,918
Contribution from rail project partners	9,569	9,990	10,450	10,930	11,433	11,959
Increase in fund balance before capex	35,224	35,778	38,618	21,898	28,951	29,877
Beginning Fund Balance	194,989	191,609	267,587	60,079	94,305	5,025
Funds Available for Capital Expenditures	230,213	227,387	306,205	81,977	123,256	34,902
Capital Expenditures, net	6,648	17,476	10,226	5,043	7,462	4,528
Capital Expenditures TEX Rail	36,808	415,584	328,922	75,651	922	945
TEX Rail Grant	4,852	150,000	100,000	100,000	100,000	49,000
TEX Rail Debt Proceeds	-	325,000	-	-	-	-
TEX Rail Debt Service	-	1,740	6,978	6,978	209,847	62,033
Ending Funds Available	\$ 191,609	\$ 267,587	\$ 60,079	\$ 94,305	\$ 5,025	\$ 16,396

The following table represents the summary of budgeted employees by department for fiscal 2017 compared to actual year end employee counts for fiscal years 2016 and 2015. The employee counts represent full time equivalents.

Summary of Employees by Department (in FTE's)

Fiscal Years	Actual 2015	Actual 2016	Budget 2017
Administration Departments:			
<u>Administration:</u>			
Executive Administration	13.0	11.0	8.0
Customer Relations	17.0	18.0	16.5
Planning	4.5	5.5	3.0
<u>Finance:</u>			
Accounting	13.0	12.0	10.0
Finance	3.0	4.0	4.5
<u>Governmental Relations:</u>			
Governmental Relations	-	-	3.0
Marketing	5.0	5.0	4.0
<u>Human Resources</u>	7.5	11.5	11.0
<u>Security</u>			11.0
<u>Risk & Claims</u>	12.5	14.0	2.0
<u>Safety</u>			1.0
<u>Service Scheduling</u>	-	-	4.0
<u>Information Technology</u>	7.0	7.0	8.0
<u>Rail & Procurement:</u>			
Procurement & Contract Admin	5.0	7.0	8.0
TRE	2.0	3.0	1.0
TEX Rail	-	4.0	4.0
Project Management	2.0	2.0	1.0
Facilities Maintenance	30.0	33.0	34.0
<u>Operations:</u>			
Ops Administration	21.5	21.5	9.0
Bus Street Ops	-	-	9.0
Bus Radio Control	-	-	6.0
<u>Maintenance:</u>			
Maintenance Admin	12.0	12.0	6.0
Parts Room	-	-	7.0
<u>MITS:</u>			
MITS Admin	20.0	18.0	14.0
MITS Street Ops	-	-	2.0
MITS Radio Control	-	-	3.0
Total Administration	175.0	188.5	190.0

Summary of Employees by Department (in FTE's)

Fiscal Years	Actual 2015	Actual 2016	Budget 2017
<i>Page 1 Subtotal:</i>	175	188.5	190
Operating Departments:			
MITS Operatings	60.0	60.0	60.0
MITS Maintenance	12.0	12.0	18.0
Bus Operations	219.5	219.5	230.0
Running Repair	88.0	88.0	35.0
Rebuild Eng/Repair	-	-	2.0
Body Shop	-	-	8.0
Electronics Shop	-	-	11.0
Service Rack			32.0
Total Operating:	379.5	379.5	396.0
Grant-funded Program:			
Vanpool	4.0	3.0	3.0
Total Grant Funded	4.0	3.0	3.0
Total:	558.5	571.0	589.0

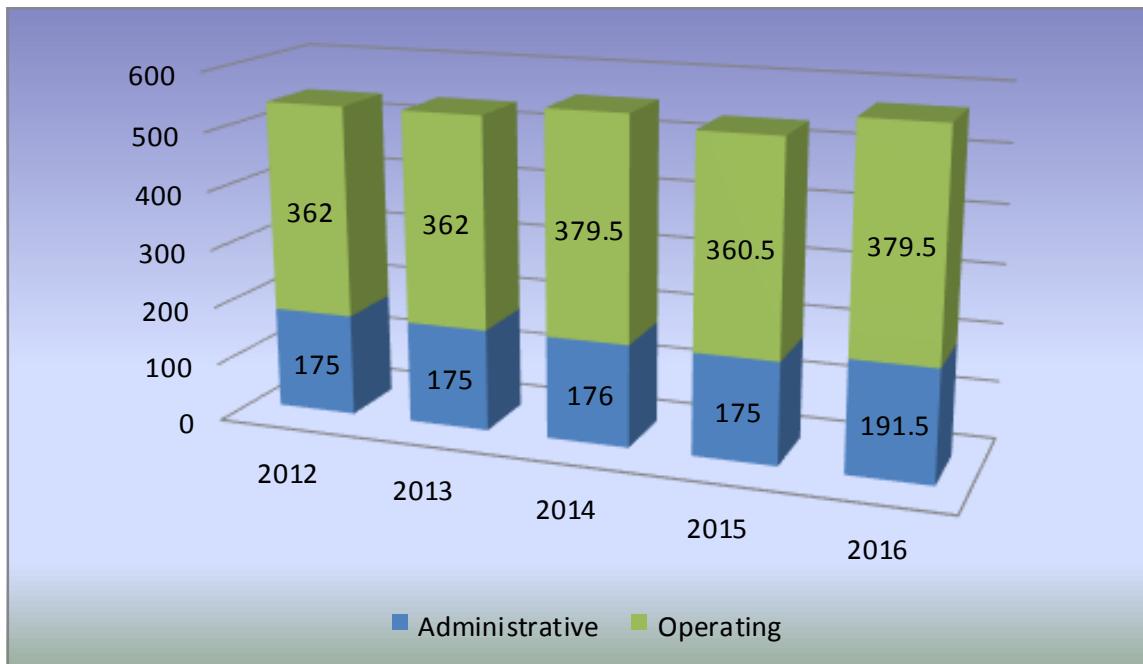
Discussion of Changes in the Summary of Employees by Department

The following is a summary of significant staffing changes in the fiscal year 2017 budget.

- **Executive Administration:** The decrease from 2016 actual to fiscal 2017 budget is a result of moving 3.0 positions to other departments.
- **Customer Service:** The decrease from 2016 actual to fiscal 2017 is a result of moving 1.5 positions to accounting.
- **Accounting:** The decrease from 2016 actual to fiscal 2017 budget is a result of moving 3.0 positions to another department and adding positions from customer service. This resulted in a decrease of 2 positions.
- **Procurement & Contract Administration:** The increase from 2016 actual to fiscal 2017 is a result of adding 1 position.
- **Finance:** The increase from 2016 actual to fiscal 2017 is a result of adding .5 position.
- **Government Relations:** This is a new department for fiscal 2017, with 3 positions.
- **Marketing:** The decrease from 2016 to fiscal 2017 is due to restructuring that resulted in the loss of 1 position.
- **Human Resources:** The decrease from 2016 actual to fiscal 2017 is a result of decreasing .5 position.
- **Risk Management:** The decrease from 2016 actual to fiscal 2017 is a result of moving 12 positions into new departments.
- **Security:** This is a new department for fiscal 2017 with 1 position.
- **Safety:** This is a new department for fiscal 2017 with 1 position.
- **Service Scheduling:** This is a new department for fiscal 2017 with 4 positions.
- **Information Technology:** The increase from 2016 is the result of adding 1 new position.

- **Facilities Maintenance:** The increase from 2016 actual to fiscal 2017 is a result of adding 1 new position.
- **Planning:** The decrease from 2016 actual to 2017 budget is a result of moving 2.5 positions to another department.
- **Trinity Railway Express:** The decrease from 2016 actual to 2017 budget is a result of decreasing 2.0 position.
- **MITS, Maintenance, and Operations Administration:** The decreases and increases from 2016 actual to fiscal 2017 budget is a result of creating many new departments within the administration structure.
- **MITS, and Maintenance Operating departments:** The decreases and increases are a result of adding new departments for fiscal 2017.
- **Bus Operations:** The increases from 2016 to fiscal 2017 are a result of adding 10.5 operator positions.

***/Employment Levels – 5 Year Trend**



Capital

The FWTA’s capital projects are partially funded with federal grants from the Federal Transit Administration. Other capital project funding comes from sales tax revenue, contributions from other entities and local fares. FWTA’s capital budget for fiscal 2017 is \$1.1 billion. The projected capital expenditures for fiscal 2017 are \$583 million and FWTA’s share, from local funds, is expected to be \$199.5 million. Our federal capital grant reimbursement revenue is expected to be \$284.7 million.

The capital projects in the fiscal 2017 budget are summarized in the “Capital Budget” section. Capital investment for years beyond fiscal 2017 relate primarily to the TEX Rail commuter rail project, TRE improvements, replacement of aging buses, maintaining capital assets, and upgrading existing assets.

The largest impact the capital program has on the operating budget is if we do not expend as much as projected. Therefore the federal reimbursements will be less, and our actual revenue for fiscal 2017 will be less than budget.



**FORT WORTH TRANSPORTATION AUTHORITY
FISCAL YEAR 2017
CAPITAL IMPROVEMENTS PROGRAM**

(Amounts in Thousands)

Total Budget	Federal Funding	Partner Cont	Local Share
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FY 2016 (Projects Carried Over):

Bus / Facilities Maintenance

CNG Station Upgrades	\$ 3,000	-	-	3,000
Bus Wash	800	-	-	800

Trinity Railway Express

TRE Trinity River Bridge Design	32,000	969	-	31,031
Positive Train Control	13,978	6,250	-	7,728
TRE Double Tracking Mosier Valley Env/Design	3,500	2,800	-	700
TRE Double Tracking (Tarrant Env Study)	2,000	-	-	2,000
TRE Grade Crossing (Appendix A)	1,727	1,381	-	345
TRE Security Video Enhancement	365	292	-	73

Other

Enterprise Resource Planning Replacement	8,684	-	-	8,684
Automated Fare Collection System	3,500	-	-	3,500
Fleet-wide Passenger Information System	2,714	966	-	1,748
Multi-Year Transportation Enhancements	611	488	-	123
ADA Accessible Bus Stops	563	451	-	112
Interactive Voice Response System	519	350	-	169
Joint Project /Fort Worth Housing Authority	50	-	-	50

Total FY 16 Projects Carried Over to FY 17	\$74,011	\$13,947	\$ -	\$ 60,063
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**FORT WORTH TRANSPORTATION AUTHORITY
FISCAL YEAR 2017
CAPITAL IMPROVEMENTS PROGRAM**

(Amounts in Thousands)

Page 1 Subtotal

Total Budget	Federal Funding	Partner Cont	Local Share
\$ 74,011	\$13,947	\$ -	\$60,063

FY 2017 "New" Capital Projects:

Bus / Facilities Maintenance

Vehicle Purchase - FY17	\$ 17,384	\$14,429	\$ -	\$ 2,955
Capital Maintenance T Facilities - FY17	549	-	-	549
CNG Tank (12) Replacement Vehicles	480	-	-	480
Capital Maintenance Parking Lots - FY17	200	-	-	200
T&P Back-up AC Unit	185	-	-	185
Mezzanine For Building Maintenance	110	-	-	110
Miscellaneous Equipment - FY17	65	-	-	65
Maintenance Vehicles - FY17	43	-	-	43

Trinity Railway Express

TRE Capital Maintenance - FY17	12,600	-	-	12,600
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Other

Joint Project /Fort Worth Housing Authority	4,500	-	-	4,500
Intelligent Transportation System	2,000	-	-	2,000
Analyze Sites for FWTA Permanent Headq	200	-	-	200
Operator Club Room Furniture	40	-	-	40
APX 6000 Hand Held Radios (5)	20	-	-	20
Video Management (HRP)	16	13	-	3
Golf Carts (3)	15	-	-	15
Computer Workstations Radio Control (3)	11	-	-	11

Total "New" FY17 Projects	38,418	14,442	-	23,976
Subtotal FWTA Projects	\$ 112,429	\$28,389	\$ -	\$84,039



**FORT WORTH TRANSPORTATION AUTHORITY
FISCAL YEAR 2017
CAPITAL IMPROVEMENTS PROGRAM**

(Amounts in Thousands)

*	Total Budget	Federal Share	Partner Cont	Local Share
<i>Page 2 Subtotal</i>	\$ 112,429	\$ 28,389	\$ -	\$ 84,039

TEX Rail

Guideway and Track	\$ 181,376	\$ 92,556	\$ 15,000	\$ 73,820
Stations	92,100	37,742	43,826	10,531
Yards and Shops	29,115	14,138	-	14,977
Site work and Special Conditions	190,908	101,964	20,108	68,836
Signals, Communications, Systems	121,858	59,174	-	62,684
Right-of-Way, Real Estate	92,331	44,836	5,000	42,495
Commuter Rail Vehicles	115,333	56,006	25,000	34,328
Subtotal	823,022	406,418	108,934	307,671

Professional Services

Project Development	8,306	6,123	-	2,183
Engineering	39,202	28,899	4,000	6,302
Project Mgt for Design & Construction	36,422	26,422	10,000	-
Construction Administration & Mgt	16,350	7,975	8,375	-
Professional Liability/Non-Const Ins.	3,588	2,645	-	943
Legal: permits, fees by other agencies	3,588	2,645	-	943
Surveys, Testing, Investigation, Inspection	2,269	1,673	-	596
Start-up (Incl Railroad Agreements)	3,588	2,645	-	943
Professional Services Subtotal	113,313	79,028	22,375	11,910
Contingency	69,662	34,320	8,375	26,967
Finance Charges	28,415	10,871	-	17,544
TEX Rail Total	1,034,412	530,637	139,684	364,092
Grand Total - All Projects	\$ 1,146,841	\$ 559,026	\$ 139,684	\$ 448,131

* The TEX Rail project budget is in year of expenditure dollars and matches the latest FTA project cost submittal.

Project Title: CNG Station Upgrades

Description of Project:

This project is for the upgrade of our CNG facility. The station was built in 1994 and our goal is to have three electric and two gas powered units, in case of a power loss. During FY17, FWTA will order new dispensers, complete the electric work, and have a new gas line installed.

Schedule of project cost:		Source of funding:	
Total budget	\$ 3,000,000	Sales tax	\$ 3,000,000
Prior Year Actual Expenses	77,000	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 1,750,000		

Operating budget effect:

Non-routine capital, local funds, ultimately will reduce cost to operate the fueling station.

Project Title: Bus Wash

Description of Project:

This project is for remodeling and upgrading the existing bus wash system.

Total budget	\$ 800,000	Sales tax	\$ 793,000
Prior Year Actual Expenses	7,000	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 793,000		

Operating budget effect:

Non-routine capital, local funds, will result in cost savings in water and electricity usage.

Project Title: TRE Trinity River Bridge Design

Description of Project:

This project is for the final design of a new TRE Trinity River Bridge. The FWTA needs to rehab the existing bridge and add a second bridge to enhance the structural capability of the bridge, increase its capacity, and eliminate delays caused by freight trains.

Schedule of project cost:		Source of funding:	
Total budget	\$ 32,000,000	Sales tax	\$ 31,031,020
Prior Year Actual Expenses	754,000	Federal	968,980
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 2,200,000		

Operating budget effect:

Non-routine capital, local funds no impact on the operating budget.

Project Title: Positive Train Control

Description of Project:

Positive Train Control (PTC) is technology designed to automatically stop or slow a train before an accident occurs. The Rail Safety Improvements Act of 2008 (RSLA) mandates that (PTC) be installed on all rail main lines used to carry passengers or certain highly-hazardous materials by December 31, 2018.

Total budget	\$ 13,978,000	Sales tax	\$ 6,750,000
Prior Year Actual Expenses	978,000	Federal	6,250,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 13,000,000		

Operating budget effect:

Non- routine capital project federally mandated, local funds, there is no impact on the operating budget.

Project Title: TRE Double Tracking Mosier Valley Env/Design

Description of Project:

FWTA has identified a section of TRE just west of Mossier Valley Road between milepost 623.50 and 625.10 that should be double tracked to improve TRE capacity and reduce delay caused by freight trains. This project is for final design and construction of the proposed double tracking.

Schedule of project cost:		Source of funding:	
Total budget	\$ 3,500,000	Sales tax	\$ 700,000
Prior Year Actual Expenses	None	Federal	2,800,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 3,500,000		

Operating budget effect:

Non-routine capital, federal & local funds no impact on the operating budget.

Project Title: TRE Double Tracking (Tarrant Environmental Study)

Description of Project:

This project is to conduct an environmental study to complete double tracking TRE in Tarrant County.

Schedule of project cost:		Source of funding:	
Total budget	\$ 2,000,000	Sales tax	\$ 2,000,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 1,000,000		

Operating budget effect:

Non-routine capital, local funds no impact on the operating budget.

Project Title: TRE Grade Crossing

Description of Project:

This TRE project is for grade crossing repairs at Calloway Cemetery Road and Haltom Road. Additional funds have been set aside for future repairs.

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,726,782	Sales tax	\$ 345,356
Prior Year Actual Expenses	827,000	Federal	1,381,426
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 899,782		

Operating budget effect:

Routine capital project, with federal & local funds, no impact on the operating budget.

Project Title: TRE Station Security Video Enhancement

Description of Project:

This project will replace obsolete cameras and other related monitoring equipment. The existing ITC workstation, the installation of seven cameras at the ITC, Bell and T&P Stations. The new cameras shall provide complete surveillance coverage of all TRE Stations. The new video system shall have the ability to integrate future TEX Rail video system additions.

Schedule of project cost:		Source of funding:	
Total budget	\$ 365,000	Sales tax	\$ 73,000
Prior Year Actual Expenses	None	Federal	292,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 365,000		

Operating budget effect:

Non-routine capital, federal & local funds no impact on the operating budget.

Project Title: Enterprise Resource Planning Replacement

Description of Project:

This project is for the replacement of our existing company-wide system used to support all aspects of FWTAs operations including human resources, payroll, accounting, finance, procurement, and maintenance. A consultant will be used to assist with requirement definition, Request for Proposal development, proposal evaluations, and implementation management.

Schedule of project cost:		Source of funding:	
Total budget	\$ 8,683,822	Sales tax	\$ 8,683,822
Prior Year Actual Expenses	1,200,566	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 6,932,398		

Operating budget effect:

Non-routine capital maintenance, local funds, no impact on the operating budget.

Project Title: Automated Fare Collection System

Description of Project:

This project is for the replacement of the fare collection system, which includes hardware and software to bring our processes into the 21st century. Some of the items this system might include:

- Streamlining fare media
- Ensuring seamless integration
- Using current technology to provide real time data for improved analysis and revenue management

Schedule of project cost:		Source of funding:	
Total budget	\$ 3,500,000	Sales tax	\$ 3,500,000
Prior Year Actual Expenses	36,081	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 3,463,919		

Operating budget effect:

Non-routine capital maintenance, local funds, no impact on the operating budget.

Project Title: Fleet-wide Passenger information System

Description of Project:

This project is for the implementation of an automatic voice annunciation system (AVAS) and automatic passenger counters (APC) on all the buses.

Schedule of project cost:		Source of funding:	
Total budget	\$ 2,713,501	Sales tax	\$ 1,747,774
Prior Year Actual Expenses	596,104	Federal	965,727
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 2,117,397		

Operating budget effect:

Non-routine capital, local funds, annual maintenance costs will impact the operating budget.

Project Title: Multi-Year Transportation Enhancements

Description of Project:

This project is for landscaping, shelters and other transit enhancements along our service routes.

Total budget	\$ 611,000	Sales tax	\$ 122,551
Prior Year Actual Expenses	331,492	Federal	488,449
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 279,508		

Operating budget effect:

Routine capital, federal & local funds no impact on the operating budget.

Project Title: ADA Accessible Bus Stops

Description of Project:

FWTA has submitted a grant request entitled: "Bus Stop Accessibility Project", which meets the goals of the New Freedom Program. The New Freedom Program provides new public transportation services and alternatives beyond those required by the American with Disabilities Act (ADA) of 1990. This project will improve access to fixed route bus service through the construction of accessible paths to a selection of non-ADA accessible bus stops.

Schedule of project cost:		Source of funding:	
Total budget	\$ 562,500	Sales tax	\$ 111,741
Prior Year Actual Expenses	370,471	Federal	450,759
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 192,029		

Operating budget effect:

Routine capital, federal & local funds no impact on the operating budget.

Project Title: Interactive Voice Response System

Description of Project:

This project is for the implementation of Interactive Voice Response (IVR) software modules in the Trapeze system to improve Customer Service Support and enhance management of MITS trip-booking.

Schedule of project cost:		Source of funding:	
Total budget	\$ 518,943	Sales tax	\$ 168,943
Prior Year Actual Expenses	294,889	Federal	350,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 224,054		

Operating budget effect:

Routine capital project, with local funds, operating costs estimated at \$60,600 annually.

Project Title: Joint Project/Fort Worth Housing Authority

Description of Project:

This project is for the review of building construction plans by one of the FWTA's consulting firms. The Fort Worth Housing Authority is proposing to construct a high-rise building on the FWTA's parking lot between I-30 and Vickery Street at the T&P Station.

Schedule of project cost:		Source of funding:	
Total budget	\$ 50,000	Sales tax	\$ 1,853,410
Prior Year Actual Expenses	None	Federal	9,049,004
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 50,000		

Operating budget effect:

Routine capital, federal & local funds no impact on the operating budget.

Project Title: Vehicle Purchase (36) – FY17

Description of Project:

This project is for the purchase of (36) 40' Gillig CNG replacement buses.

Schedule of project cost:		Source of funding:	
Total budget	\$ 17,384,220	Sales tax	\$ 2,955,317
Prior Year Actual Expenses	None	Federal	14,428,903
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 17,384,220		

Operating budget effect:

Routine capital, federal & local funds, reduced maintenance costs are expected.

Project Title: Capital Maintenance – T Facilities - FY17

Description of Project:

This project represents all capital maintenance and improvements on the HRP building and other facilities. It includes painting and repairing interior and exterior walls, repairing or replacing HVAC units as necessary and any other capital maintenance activities that may occur.

Schedule of project cost:		Source of funding:	
Total budget	\$ 548,500	Sales tax	\$ 548,500
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 548,500		

Operating budget effect:

Routine capital, local funds, no impact on the operating budget.

Project Title: CNG Tank Replacement (12) Buses

Description of Project:

This project provides for the replacement of the CNG fuel tanks on the six New Flyer Trolley's, five New Flyer 400's and the Master Plan vehicle. These fuel tanks require replacement due to the expiration dates labeled by the manufacturer as the end of useful life. Cost per bus is approximately \$40,000.00 each and, replacement on twelve buses will result in a total cost of \$480,000.

Schedule of project cost:		Source of funding:	
Total budget	\$ 480,000	Sales tax	\$ 480,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 480,000		

Operating budget effect:

Non- routine capital, failure to replace the tanks will result in the vehicles being taken out of service and disposed of without a replacement bus. This ultimately reduces the fleet size and impacts the Molly service directly and negatively.

Project Title: Capital Maintenance Parking Lots – FY17

Description of Project:

This project is for periodic repairs on FWTA parking lots and various bus lanes. This will include re-striping and asphalt work.

Schedule of project cost:		Source of funding:	
Total budget	\$ 200,000	Sales tax	\$ 200,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 200,000		

Operating budget effect:

Routine capital, local funds no impact on the operating budget.

Project Title: T&P Backup AC Unit

Description of Project:

The T&P is rented consistently and generates revenue for FWTA. We are proposing to add a backup air conditioner to insure that when this facility is rented out, an air conditioner breakdown will not cause disruption for the customers renting this building. All preventative maintenance is done on the main unit. However, since most of these rentals are on weekends and off hours, it can be difficult to get parts and labor onsite if and when something fails.

Schedule of project cost:		Source of funding:	
Total budget	\$ 185,000	Sales tax	\$ 185,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 185,000		

Operating budget effect.

Non-routine capital, local funds no impact on the operating budget.

Project Title: Mezzanine for Building Maintenance

Description of Project:

Our facilities continue to grow. We have added numerous properties, shelters, transfer center and park and rides. We are also increasing through TEX Rail and have expanded our services to Burnett Plaza. There are only two offices, a bathroom and a breakroom that have air conditioning. We have run out of space in the current maintenance building to safely work. It is proposed that we add a mezzanine or second floor to the building maintenance shop for additional storage and work space.

Schedule of project cost:		Source of funding:	
Total budget	\$ 110,000	Sales tax	\$ 110,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 110,000		

Operating budget effect:

Non-routine capital, no impact on the operating budget.

Project Title: Maintenance Vehicle – FY17

Description of Project:

This project is for the replacement of two shelter trucks, as the existing ones have reached their useful life.

Schedule of project cost:		Source of funding:	
Total budget	\$ 42,500	Sales tax	\$ 42,500
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 42,500		

Operating budget effect:

Routine capital, local funds no impact on the operating budget.

Project Title: Miscellaneous Equipment – FY17

Description of Project:

This project is for the purchase of miscellaneous equipment and /or repairs.

Schedule of project cost:		Source of funding:	
Total budget	\$ 65,000	Sales tax	\$ 65,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 65,000		

Operating budget effect:

Routine capital, local funds no impact on the operating budget.

Project Title: TRE Capital Maintenance – FY17

Description of Project:

This project is for capital maintenance of the TRE assets. These costs are split evenly with DART. The amounts shown on this schedule are the FWTA's share. Specifically, the funds requested for this fiscal year will provide FWTA's portion of the funds needed for the capital repair and maintenance on the TRE right-of-way and rolling stock.

Schedule of project cost:		Source of funding:	
Total budget	\$ 12,600,000	Sales tax	\$ 12,600,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 12,600,000		

Operating budget effect:

Routine capital, local funds no impact on the operating budget.

Project Title: Joint Project/Fort Worth Housing Authority

Description of Project:

This project is a Transit Oriented Development to construct a parking lot under 1-30 east of South Main Street and a pedestrian bridge over South Main Street to connect the new parking lot with FWTA's existing lot west of South Main Street.

The project will provide parking for commuters who use the Trinity Railway Express and the future TEX Rail at the T&P Rail Station. The project will create a minimum of 300 new parking places. The City of Fort Worth will reimburse the FWTA up to \$4.5 million for this project.

Schedule of project cost:		Source of funding:	
Total budget	\$ 4,500,000	Sales tax	\$ 4,500,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	None		

Operating budget effect:

Routine capital, local funds no impact on the operating budget.

Project Title: ITS System

Description of Project:

This project is for an ITS System for all revenue service vehicles. An ITS system is needed to monitor and control the FWTA services in real time. This will allow FWTA to provide exceptional service to our customers by allowing real time monitoring of schedule adherences, passenger counts, and vehicle health across our entire service area.

Total budget	\$ 2,000,000	Sales tax	\$ 2,000,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	None		

Operating budget effect:

Non Routine capital project, with local funds, additional operating and maintenance costs will be associated with this project.

Project Title: Analyze Sites for FWTA Permanent Headquarters

Description of Project:

FWTA owns the Alarm Supply Building, the adjacent parking lot on 8th Street, and the parking lot in front of the ITC. Both sites are in the Fort Worth Central Business District. Analysis needs to be completed to determine whether any of these sites would be suitable for FWTA permanent headquarters. FWTA is leasing space at Burnett Plaza and the lease expires in 2022, at which point, FWTA should move to its permanent headquarters.

A budget will need to be set up to provide for engineering and architectural services to conduct site analysis. The work may be performed by our IDIQ consulting firm(s).

Schedule of project cost:		Source of funding:	
Total budget	\$ 200,000	Sales tax	\$ 200,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 200,000		

Operating budget effect:

Routine capital, local funds no impact on the operating budget.

Project Title: Operator Club Room Furniture

Description of Project:

This project is for the replacement of the existing furniture in the Operators Club Room. The existing furniture is past its useful life.

Total budget	\$ 40,000	Sales tax	\$ 40,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2017	\$ 40,000		

Operating budget effect:

Routine capital, local funds no impact on the operating budget.

Project Title: 5 APX 6000 Handheld Radios

Description of Project:

This project is for the purchase of five Motorola APX Handheld Radios. We currently do not have the necessary spare radios to provide for FWTAs staff, TSO's, Service Controllers, or to provide necessary backup capabilities.

Total budget	\$	20,000	Sales tax	\$	20,000
Prior Year Actual Expenses		None	Federal		None
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2017	\$	20,000			

Operating budget effect:

Routine capital, local funds no impact on the operating budget.

Project Title: Video Management System Improvements

Description of Project:

This project is for the Video Insight surveillance system server upgrade for the HRP Facility. The new video system server has the ability to add 25 additional camera licenses, while maintaining optimum operating efficiency.

Schedule of project cost:			Source of funding:		
Total budget	\$	16,000	Sales tax	\$	12,800
Prior Year Actual Expenses		None	Federal		3,200
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2017	\$	16,000			

Operating budget effect:

Routine capital, local funds no impact on the operating budget.

Project Title: 3 Golf Cars

Description of Project:

This project is for the purchase of 3 golf cars. These are needed for yard management as well as to allow video to be pulled from vehicles in a timely manner.

Total budget	\$	15,000	Sales tax	\$	15,000
Prior Year Actual Expenses		None	Federal		None
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2017	\$	15,000			

Operating budget effect:

Routine capital, local funds, little impact on the operating budget some additional maintenance.

Project Title: 3 Workstations for the Radio Control Consoles

Description of Project:

This is for three new Workstation for the three Radio Control Consoles. The current computers are not capable of handling the multitude of programs that a Radio Control is required to use.

Total budget	\$	11,000	Sales tax	\$	11,000
Prior Year Actual Expenses		None	Federal		None
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2017	\$	11,000			

Operating budget effect:

Routine capital, local funds no impact on the operating budget.

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Glossary

Accessible Service – Buses operating in regular service with wheelchair lifts, kneeling functions or other devices that permit disabled passengers to use the service.

Accessibility – (1) The extent to which facilities are barrier free and useable by disabled persons, including wheelchair users. (2) A measure of the ability or ease of all people to travel among various origins and destinations.

Accrual Basis – Revenue and expenses are recorded in the period in which they are earned or incurred.

Alight – To get off a transit vehicle.

Allocation – An administrative distribution of funds.

Alternative Fuel – A liquid or gaseous non-petroleum fuel, used to power transit vehicle. Usually refers to alcohol fuels, mineral fuels, natural gas, and hydrogen.

Automatic Vehicle Location (AVL) – Technology that tracks the current location of fleet vehicles to assist in dispatching, scheduling and answering specific customer inquiries.

Base Fare – The price charged to one adult for one transit ride; excludes transfer charges, zone charges, express service charges, peak period surcharges and reduced fares.

Board – To enter a transit vehicle.

Budgeting – The documentation of intended expenditures over a specified period (normally one year) along with proposals for how to meet them.

Bus – A rubber-tired road vehicle designed to carry a substantial number of passengers, commonly operated on streets and highways for public transportation service.

Bus, Articulated – A bus usually 55 feet or more in length with two connected passenger compartments that bend at the connecting point when the bus turns a corner.

Bus, Express – A bus that operates a portion of the route without stops or with limited number of stops.

Bus, Transit – A bus with front and center doors, normally with a rear-mounted engine, low-back seating, and without luggage compartments or restroom facilities for use in frequent-stop service

Bus, Van – a 20-foot or shorter vehicle, usually with an automotive-style engine and limited seating normally entered directly through side or rear doors rather than from a central aisle, used for demand response, vanpool, and lightly patronized motorbus service.

Bus Lane – A street or highway lane intended primarily for buses, either all day or during specified periods, But sometimes also used by carpools meeting requirements set out in traffic laws

Bus Stop – A curbside place where passengers board or alight transit.

Bus Shelter – A structure constructed near a bus stop to provide seating and/or protection from the weather for the convenience of waiting passengers.

Bus Miles – The total miles of travel by bus, including both revenue and deadhead travel.

Capital – Long-term assets, such as property, buildings, roads, rail lines, and vehicles, used for more than one year.

Capital Assistance – Financial assistance for transit capital expenses (not operating costs); such aid may originate with federal, local or state governments.

Capital Costs – Costs of long-term assets of a public transit system such as property, buildings, vehicles, etc.

Capital Expenditures – Funds used by a company to acquire or upgrade physical assets such as property, buildings or equipment.

Capital Improvement Program – The list of capital projects for a five to seven year programming period.

Capital Project – Construction and/or procurement of district assets, such as transit centers, transit vehicles and tracks.

Commuter - A person who travels regularly between home and work.

Commuter Rail – Local and regional passenger train service between a central city, its suburbs and/or another city, operating primarily during commute hours.

Compressed Natural Gas (CNG) – An alternative fuel; compressed natural gas stored under high pressure. CNG vapor is lighter than air.

Congestion Mitigation and Air Quality (CMAQ) – Federal funds available for either transit or highway projects which contribute significantly to reducing automobile emissions, which cause air pollution.

Corridor – A broad geographical band that follows a general directional flow or connects major sources of trips. It may contain a number of streets and highways and many transit lines and routes.

Deadhead – The movement of a transit vehicle without passengers aboard; often to and from a garage or to and from one route to another.

Demand responsive – Non-fixed-route service utilizing vans or buses with passengers boarding and alighting at per-arranged times at any location within the system's service area, also called "Dial-a-Ride."

Depreciation – The cost of an asset is allocated over the expected useful life of that asset.

Department of Transportation (DOT) – The Cabinet level Department of the federal government that is responsible for administration of general transportation programs including public transportation, highways,

railroads, air transportation, shipping, and the coast Guard. Each state also has a department of transportation.

Disabled – With respect to an individual, a physical or mental impairment that substantially limits one or more of the major life activities of such an individual.

Disadvantaged Business Enterprise (DBE) – A business owned and operated by one or more socially and economically disadvantaged individuals as stated under section eight of the small business act.

Downtime – A period during which a vehicle is inoperative because of repairs or maintenance.

Earmark – A federal budgetary term that refers to the specific designation by congress that part of a more general lump-sum appropriation be used for a particular project; the earmark can be designated as a minimum and/or maximum dollar amount.

Exclusive Right-of-way – A highway or other facility that can only be used by buses or other transit vehicles.

Expense - The amount of assets or services used during a period.

Fare – Payment in the form of coins, currency and passes collected for transit rides.

Fare Box – A device that accepts coins, currency or passes given by passengers as payment for rides.

Fare Box Recovery Ratio – A measure of the proportion of transit operating expenses covered by passenger fares. It is calculated by dividing a transit operator's fare box revenue by its total operating expenses.

Fare Box Revenue – Total revenue derived from the payment of passenger fares.

Fare Structure – The system set up to determine how much is to be paid by various passengers using the system.

Federal Transit Administration (FTA) – A part of the U.S. Department of Transportation (DOT). The FTA administers the federal program of financial assistance to public transit.

Fixed Route – Transit service provided on a repetitive, fixed-schedule basis, along a specific route.

Fiscal Year (FY) – The yearly accounting period for the federal government which begins October 1 and ends on the following September 30. The fiscal year is designated by the calendar year in which it ends.

Fund Balance – The difference between assets and liabilities in the governmental fund financial statements.

Headway – Time interval between vehicles moving in the same direction on a particular route.

Intermodal – Switching from one form of transportation to another.

Joint Development – Ventures undertaken by the public and private sectors for development of land around transit stations or stops.

Kiss and Ride – A place where commuters are driven and dropped off at a station to board a public transportation vehicle.

Layover Time – Time built into a schedule between arrival at the end of a route and the departure for the return trip, used for the recovery of delays and preparation for the return trip.

Load Factor – The ratio of passengers actually carried versus the total passenger capacity of a vehicle.

Operating Cost – The total costs to operate and maintain a transit system.

Operating Expense – Monies paid in salaries, wages, materials, supplies and equipment in order to maintain facilities and equipment operate vehicles and settle claims.

Operating Revenue – receipts derived from or for the operation of transit service, including fare box revenue, revenue from advertising, interest and charter bus service and operating assistance from governments.

Para-transit - Transportation service required by The American with Disabilities Act (ADA), for individuals with disabilities who are unable to use fixed-route transit systems. The service must be comparable to the fixed route service in terms of hours of service and areas served.

Passenger Miles – Total number of miles traveled by passengers on transit vehicles.

Public Transit System – An organization that provides transportation services owned, operated, or subsidized by any municipality, county, regional authority, state, or other governmental agency, including those operated or managed by a private management firm under contract to the government agency owner.

Rail, Commuter – railroad local and regional passenger train operations between a central city, its suburbs and/or another central city. It may be either locomotive-hauled or self propelled. And is characterized by multi-trip tickets, specific station-to-station fares, railroad employment practices and usually one or two stations in the central business district.

Rail, Heavy – An electric railway with the capacity for a “heavy volume” of traffic and characterized by exclusive rights-of-way for multi-car trains, high speed and rapid acceleration. In addition there is sophisticated signaling and high platform loading.

Rapid Transit – Rail or motorbus transit service operating completely separate from all modes of transportation on an exclusive right-of-way.

Revenue – Money that comes into a business from the sale of goods or services.

Revenue Miles – Miles operated by vehicles available for passenger service.

Revenue Passenger – A passenger from whom a fare is collected.

Ridership – The Number of passengers using a particular form of public transportation in a given period of time.

Rolling Stock – The vehicles used in a transit system, including buses or rail cars.

Route Miles – The total number of miles included in a fixed route transit system network.

Service Area – A geographic area provided with transit service.

Shuttle – A public or private vehicle that travels back and forth over a particular route, especially a short route or one that provides connections between transportation systems, employment centers, etc.

Transfer Center – A fixed location where passengers interchange from one route or vehicle to another.

Transit Dependant – Someone who must use public transportation for his/her travel.

Transit Pass – A tax-free employee commute benefit in which an employer subsidizes up to \$60 per month for an employee's transit fares or carpool charges. This benefit also applies to military and government employees.

Transit System – An organization (public or private) providing local or regional multi-occupancy-vehicle passenger service. Organizations that provide service under contract to another agency are generally not counted as separate systems.

Total Miles – The total miles includes revenue, deadhead and maintenance services miles.

Vanpool – A group of passengers who share the use and cost of a van to travel to and from pre-arranged destinations together.

Vehicle Miles- Number of miles traveled by a vehicle.

Zone Fares – Different fares for different regions of service.

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Transit Acronyms

As with any industry, the public transportation industry has a unique set of jargon. Many of the frequently used terms and acronyms are as follows:

ACD	Automatic Call Distributor
ADA	Americans with Disabilities Act
APTA	American Public Transportation Association
ARRA	American Recovery and Reinvestment Act
AVL	Automated Vehicle location
BNSF	Burlington Northern Santa Fe Railroad
BRT	Bus Rapid Transit
CAC	Customer Advisory Committee
CBD	Central Business District
CFR	Code of Federal Regulation
CIP	Capital Improvement Plan
CMAQ	Congestion Mitigation and Air Quality
CNG	Compressed Natural Gas
COG	Council of Governments (also NCTCOG)
DART	Dallas Area Rapid Transit
DART LRT	Dallas Area Rapid Transit Light Rail Transit
DBE	Disadvantaged Business Enterprise
DCTA	Denton County Transportation Authority
DFW	Dallas Fort Worth
DOT	Department of Transportation
EAP	Employee Assistance Program
ECA	Executive Committee Action (The T)
ETC	Employee Transportation Coordinator
FHWA	Federal Highway Administration
FLSA	Fair Labor Standards Act
FMLA	Family Medical Leave Act
FRBS	Fixed Route Bus Service
FTA	Federal Transit Administration
FWTA	Fort Worth Transportation Authority
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
HIPAA	Health Insurance Portability and Accountability Act
HR	Human Resources
ILA	Inter-local Agreement
IR	Informal Report
ITC	Intermodal Transportation Center
IVR	Interactive Voice Response
JARC	Job Access and Reverse Commute
MITS	Mobility Impaired Transportation Service
MITSAC	Mobility Impaired Transportation Service Advisory Committee
MPO	Metropolitan Planning Organization

MTA	Metropolitan Transit Agencies
MSA	Metropolitan Statistical Area
NABI	North American Bus Industries
NCTCOG	North Central Texas Council of Governments (also COG)
NETS	Northeast Transportation Service
NTC	North Texas Commission
NTD	National Transit Database
PIS	Passenger Information System
RDC	Rail Diesel Cars
RTA	Regional Transportation Authority
RTDM	Regional Travel Demand Management
SAN	Storage Area Network
STP-MM	Surface Transportation Program – Metropolitan Mobility
SW2NE	Southwest - to- Northeast Rail Corridor
SWTA	Southwest Transit Association
TCTS	Tarrant County Transportation Service
TIP	Transportation Improvement Program
TOD	Transit Oriented Development
T&P	Texas & Pacific
TRTC	Tarrant Regional Transportation Coalition
TRE	Trinity Railway Express
TSO	Transit Security Officer
TTA	Texas Transit Association
TVM	Ticket Vending Machine
TWC	Texas Workforce Commission
TXDOT	Texas Department of Transportation
USDOT	United States Department of Transportation

Fares Effective December 2, 2012

		Fare Type	PRICE			Fare Type	PRICE
SINGLE RIDE *	[Local Bus	\$1.75	7 DAY PASS	[Local Bus	\$17.50
		TRE 1 Zone	\$2.50			TRE 1 Zone	\$25.00
		Regional	\$5.00			Regional	\$50.00
		Reduced Local	\$0.85				
		Reduced Regional	\$1.25				
DAY PASS	[Local Bus	\$3.50	MONTH/31 DAY PASS	[Local Bus	\$60.00
		TRE 1 Zone	\$5.00			TRE 1 Zone	\$80.00
		Regional	\$10.00			Regional	\$160.00
		Reduced Local	\$1.75			Reduced Local	\$30.00
		Reduced Regional	\$2.50			Reduced Regional	\$40.00

MTS Paratransit: \$3.25 one-way.

Explanation of Fare Types

Local Bus	Regional	TRE 1 Zone
Includes all The T fixed route local and express buses/trolleys. No rail service.	Includes all The T, DCTA & DART Local, Express bus service & all TRE zones, plus DART & DCTA rail service.	Includes all The T fixed route local and express buses/trolleys & includes TRE West Zone (T&P to CentrePort).

To Purchase A Reduced Fare:

User must be ages 5 - 14 (traveling with parent or guardian), high school student with valid photo ID issued by the transit agency or school or age 65+ or disabled with a valid photo ID issued by the transit agency or Medicare card.

Reduced Local	Reduced Regional
Includes all The T fixed route local and express buses/trolleys. No rail service.	Includes all The T, DCTA & DART Local, Express bus service & all TRE zones, plus DART & DCTA rail service.

* Single ride fares are valid for 2 hours from time of issue. Service transfers are not available.

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Fort Worth Transportation Authority System Map and Rider Guide

